

# Empowering People At The Core

At JSW Energy, our people remain central to our journey towards a sustainable, digital, and resilient future. We view human capital as a key driver of innovation, operational excellence, and long-term value creation. During the year, we continued to strengthen our talent ecosystem by fostering a culture of agility, accountability, and continuous learning, while focussing on attracting, nurturing, and retaining future-ready talent across geographies and generations.

Through structured onboarding, leadership development, capability building, and digital upskilling initiatives, we are equipping employees to navigate evolving business needs and contribute meaningfully to organisational growth. Our commitment to employee wellbeing, safety, inclusion, fair labour practices, and human rights continues to shape a workplace that is high performing, inclusive, and aligned with global best practices.

## Key Performance Highlights FY 2026

**5,338**

Total Employee Strength  
(Permanent employee 5,220;  
Non-permanent employee 118)

**5.72%**

Gender Diversity

## Great Place to Work (GPTW)

Certified for the 3<sup>rd</sup> consecutive year and ranked among the "Top 25 Best Workplaces in Manufacturing" and 4<sup>th</sup> consecutive year of getting certified as Great Place to Work



From diverse perspectives comes unstoppable momentum. The new generation of women professionals is redefining success and propelling industries toward a brighter tomorrow.

JSW Energy Barmer Power Plant

## Policies & Codes

To support the growth and overall well-being of our employees and the broader community, JSW Energy has established a comprehensive suite of policies, reflecting its continued commitment to people and their role in shaping a sustainable future. These include:

- Human Rights Policy
- Equality, Diversity and Inclusion Policy
- Labour Practices and Employment Rights Policy

- Health and Safety Policy
- Local Considerations Policy
- Social Development and Community Involvement Policy
- Indigenous Peoples and Resettlement Policy
- Cultural Heritage Policy
- Policy on Making Our World a Better Place

Collectively, these policies reinforce the Company's commitment to responsible practices and inclusive development.

## Workforce Breakdown

### Permanent Employees (All grades excluding – T2)

Age Group	FY 2026		FY 2025		FY 2024	
	Male	Female	Male	Female	Male	Female
<30	678	138	393	74	231	32
30-50	3,509	131	2,102	85	1,802	80
>50	739	25	457	18	343	12
<b>Total</b>	<b>4,926</b>	<b>294</b>	<b>2,952</b>	<b>177</b>	<b>2,376</b>	<b>124</b>

### Other than Permanent Employees (T2 emp)\*

Age Group	FY 2026		FY 2025		FY 2024	
	Male	Female	Male	Female	Male	Female
<30	26	5	NA	NA	NA	NA
30-50	41	5	NA	NA	NA	NA
>50	40	1	NA	NA	NA	NA
<b>Total</b>	<b>107</b>	<b>11</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>

\* Other than Permanent Employee includes Retainers and Consultants who are on fixed term contract for 1 to 2 years



JSW Energy Ratnagiri power plant

## People Analytics

### Strategic Workforce Planning

JSW Energy is strengthening digital literacy and technological readiness across all levels of the organisation. Employees are being upskilled in next-generation technologies, ranging from AI-enabled diagnostics to predictive maintenance systems and advanced renewable asset management platforms. Through these initiatives, the Company aims to build a future-ready workforce equipped to operate effectively in an environment driven by automation and data-led decision-making.

### Digital Enablement in People Practices

JSW Energy's Digital Induction Model, supported by leadership video messages and hybrid onboarding tools, ensures a seamless and engaging experience for new joiners. In parallel, the MyLearning Academy platform fosters a self-paced, gamified learning environment, enabling continuous capability development across locations.

The Company also leverages advanced people analytics to drive informed talent decisions—ranging from identifying skill gaps and predicting attrition risks to aligning workforce planning with business strategy. These insights support improved talent retention, enhanced performance, and the development of strong leadership pipelines. By embedding digital thinking across people practices, JSW Energy is building an agile, connected, and future-ready workforce capable of driving innovation and excellence.

## Leadership Development and Succession Planning

At JSW Energy, succession planning is a strategic priority, ensuring business continuity, leadership stability, and future readiness. As the Company expands across geographies and energy domains, developing the right leadership talent at the right time remains central to its growth journey.

### Defining Leadership Excellence

During the year, the Company introduced the Success Behaviours Workshop, identifying ten core behavioural competencies that define leadership excellence. These include strategic thinking, ownership, collaboration, agility, and execution focus, serving as a framework for identifying and developing high-potential talent.

Succession planning for critical roles is undertaken to ensure both short-term and long-term readiness. Successors are mapped based on behavioural readiness and technical capabilities, strengthening the organisation's future leadership bench.

To strengthen leadership depth across senior and middle management, structured initiatives such as Annual Talent Review (ATR), Energy Leaders for Tomorrow (ELFT), Future Fit Leaders (FFL), Springboard for Women, Emerging

Leaders Programme, Young Leaders Programme, and GET Development Programme have been implemented to nurture future leaders.

### Strengthening Internal Capability

Following assessments, personalised development plans are designed to address capability gaps and enhance role readiness. This ensures that future leaders are not only technically proficient but also aligned with organisational values and leadership expectations.

As part of the talent assessment framework, a 360-degree feedback mechanism has been implemented, gathering insights from peers, managers, department heads, team members, and internal and external stakeholders. This holistic approach provides meaningful feedback and supports leadership development.

### Balancing Internal and External Talent

While the focus remains on strengthening internal capabilities, JSW Energy also integrates external talent to bring diverse perspectives, specialised capabilities, and innovation. This balanced approach supports the development of a resilient and forward-looking leadership ecosystem.

## Preparing for the Future of Work

At JSW Energy, the Future of Work is an ongoing transformation aligned with the Company's diversified and sustainable energy portfolio. The focus remains on equipping employees with the capabilities, mindset, and tools required to thrive across thermal, renewable, battery storage, and green hydrogen businesses.

The Company continues to invest in technology-driven upskilling across engineering, operations, maintenance, and project management to strengthen readiness for emerging roles in an evolving energy landscape.

Employees are also provided exposure to diverse roles, projects, and geographies, enabling broader perspectives, enhanced competencies, and stronger organisational adaptability.

### Diversity Equality and Inclusivity

The Sustainability Board Committee is a responsible for the oversight and implementation of all the 17 Sustainability policies. The DE&I Policy is a part of the 17 policies. The JMD & CEO holds the overall responsibility for the Sustainability policies and programmes. At the implementation level, the Chief Sustainability Officer (CSO) and the heads of individual power plants are responsible for the various Sustainability programmes and policies, including DE&I. The onsite Sustainability team along with heads of HR, Operations, Environment & Safety are responsible to oversee the implementation of Sustainability initiatives and accomplishment of the targets related to various Key Performance Indicators (KPIs) like water, waste, climate change, biodiversity, DE&I (gender, disability equality)



JSW Energy Barmer Power Plant

### Building Long-Term Career Pathways

Structured development opportunities and clear progression pathways support employee growth and long-term career advancement. By fostering a learning-driven culture and investing in employee development, JSW Energy continues to strengthen employee engagement and retention.

### Talent Attraction & Retention

JSW Energy focusses on attracting and retaining top talent by offering meaningful career opportunities, a purpose-driven culture, and continuous development. Through inclusive practices, structured learning, and strong employee engagement, the Company fosters an environment where individuals feel valued, empowered, and motivated to grow with the organisation.

### Hiring Strategy

Age Group	FY 2026		FY 2025		FY 2024	
	Male	Female	Male	Female	Male	Female
<30	405	85	270	57	104	21
30-50	1,700	52	538	15	195	6
>50	266	3	24	0	18	0
<b>Total</b>	<b>2,371</b>	<b>140</b>	<b>832</b>	<b>72</b>	<b>317</b>	<b>27</b>

### Employee Turnover

Age Group	FY 2026		FY 2025		FY 2024	
	Male	Female	Male	Female	Male	Female
<30	75	20	55	9	30	6
30-50	268	3	161	12	90	3
>50	33	1	53	0	33	0
<b>Total</b>	<b>376</b>	<b>24</b>	<b>269</b>	<b>21</b>	<b>153</b>	<b>9</b>

### Employee Well-being and Inclusion

At JSW Energy, employee well-being remains central to building an inclusive, engaged, and high-performing workplace. The Company adopts a holistic approach focussed on physical, mental, and emotional well-being.

### Comprehensive Health and Wellness Framework

Our holistic well-being approach is designed to address all key aspects of employee health and security:

- Health Check-ups and Insurance:** We provide annual health check-ups along with comprehensive medical, accident, and life insurance coverage to ensure security and peace of mind for employees and their families.
- Onsite Medical Support:** Fully equipped health centres across our facilities offer immediate and accessible medical care when needed.
- Focus on Mental Wellness:** Recognising the growing importance of mental health, we have introduced initiatives that help reduce stress, build resilience, and promote a balanced, positive outlook.

### Inclusion and Engagement Listening, Adapting, Evolving

We understand that employee needs are dynamic. Through regular feedback mechanisms, we actively engage with our workforce to evaluate and enhance the effectiveness of our health and wellness programmes. These insights enable us to continuously refine our initiatives, ensuring they remain relevant, impactful, and aligned with employee expectations.

### Nurturing Belonging and Inclusion

Belonging and inclusion are deeply embedded in our culture and business strategy. By fostering inclusive practices across the organisation, we create a supportive environment that enhances engagement, encourages collaboration, and strengthens long-term performance. A culture rooted in care and connection empowers our people to realise their full potential, driving sustainable growth and long-term organisational success.

### People Support & Well-being Programmes - Empowering a Sustainable Workforce

Our wellness initiatives include structured yoga sessions, guided meditation, and mental health workshops focussed on stress management and emotional resilience. These are complemented by robust professional development programmes, with an average of 2.86 man-day (22.9 avg

training hours/employee; overall 1,28,146 man-hours of training) of training per employee, along with structured mentorship through Buddy Programmes. Transparent communication platforms such as town halls and feedback forums further strengthen engagement and alignment.

We actively promote a culture of inclusion and recognition through diversity training, women-centric initiatives like "Power Girls", and performance-based recognition platforms such as the Ignite and LAMHE Awards. Regular feedback cycles and recognition mechanisms ensure continuous engagement, growth, and alignment with organisational values, reinforcing our commitment to social equity and long-term talent sustainability.

### Human Rights

At JSW Energy, we are committed to upholding and advancing human rights across all aspects of our operations. While we have established strong practices to prevent discrimination and ensure regulatory compliance, we continue to enhance our approach through more structured and proactive initiatives.

### Upholding Human Rights

We recognise that sustainability extends beyond environmental stewardship to include the fair and ethical treatment of people. Our commitment is reflected in policies that strictly prohibit discrimination, child labour, and forced labour, while ensuring fair wages, safe working conditions, and accessible grievance redressal mechanisms.

Our efforts are further supported through initiatives such as open forums, regular health check-ups, structured recognition programmes, and the provision of essential workplace facilities including canteens, clean drinking water, rest areas, and sanitation. Training and awareness programmes on diversity and inclusivity reinforce a culture rooted in dignity, equality, and respect.

### Discrimination & Harassment

We maintain a zero-tolerance approach towards discrimination and harassment, supported by robust grievance redressal mechanisms, including Internal Complaints Committees under the PoSH Act. Regular sensitisation and training programmes promote respectful conduct and inclusion. In FY 2026, one case of discrimination or sexual harassment was reported.

### Freedom of Association & Collective Bargaining

We uphold the right to freedom of association and collective bargaining. Employees are free to join or form associations and participate in collective dialogue through recognised platforms. Open communication channels with employee representatives and trade unions ensure transparent resolution of concerns, with 887 employees being part of such associations or unions.



JSW Energy Barmer Power Plant

### Human Rights Due Diligence Process

Our human rights due diligence framework encompasses a wide range of stakeholders, including employees, contract workers, communities, and nearby residents. The process includes:



Evaluation of policy commitments



Identification of potential human rights risks



Implementation of preventive and mitigation measures



Continuous monitoring and tracking with Board oversight



Structured reporting and grievance redressal

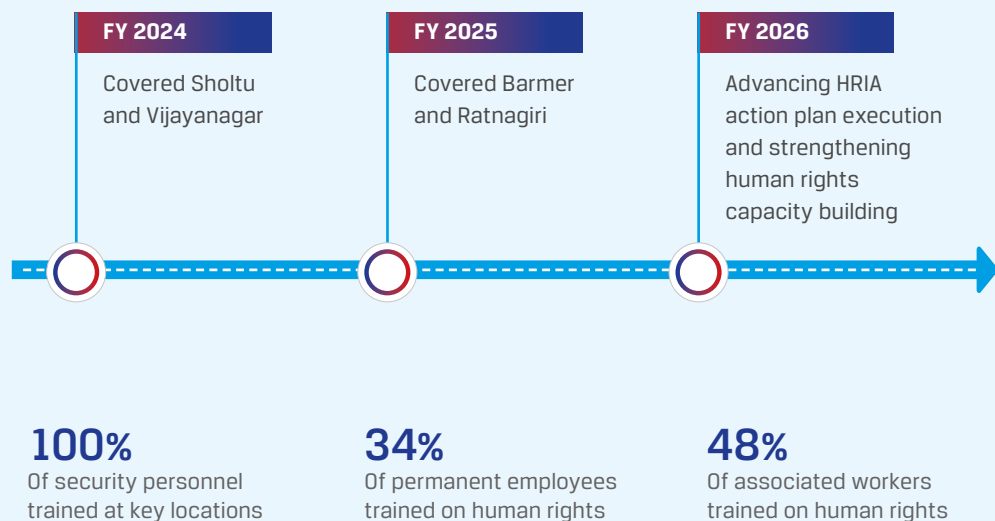
### Human Rights Assessment

Between FY 2024 and FY 2025, Human Rights Impact Assessments (HRIA) were conducted across major operational sites, including thermal plants and hydro facilities. These assessments align with globally recognised frameworks such as the Universal Declaration of Human Rights (UDHR), ILO Conventions, OECD Guidelines, UN Guiding Principles on Business and Human Rights, and India's NGRBC.

A structured methodology covering 21 indicators across labour practices, community engagement, and governance was applied using both qualitative and quantitative tools.

### Human Rights training

- Focussed on action plan on findings of the HRIA report shared with plant locations. The action plan is reviewed periodically
- 4 virtual sessions of human rights training was conducted by the corporate sustainability team in parallel. Regular monitoring of the progress on action points at site-level with updates shared at Board Executive Committee meetings



Key insights highlighted opportunities to strengthen community engagement and enhance associate workforce perception. Stakeholder consultations informed actionable recommendations for both immediate and long-term implementation. No cases of child labour, forced labour, or compulsory labour were reported during the year.

### Training and Capacity Building

Human rights awareness sessions were conducted across multiple locations, covering employees, contract workers, and security personnel. Notably:

**100%**  
of security personnel were trained at key locations

**48%**  
of associate workers received training on human rights policies and risks

### Community

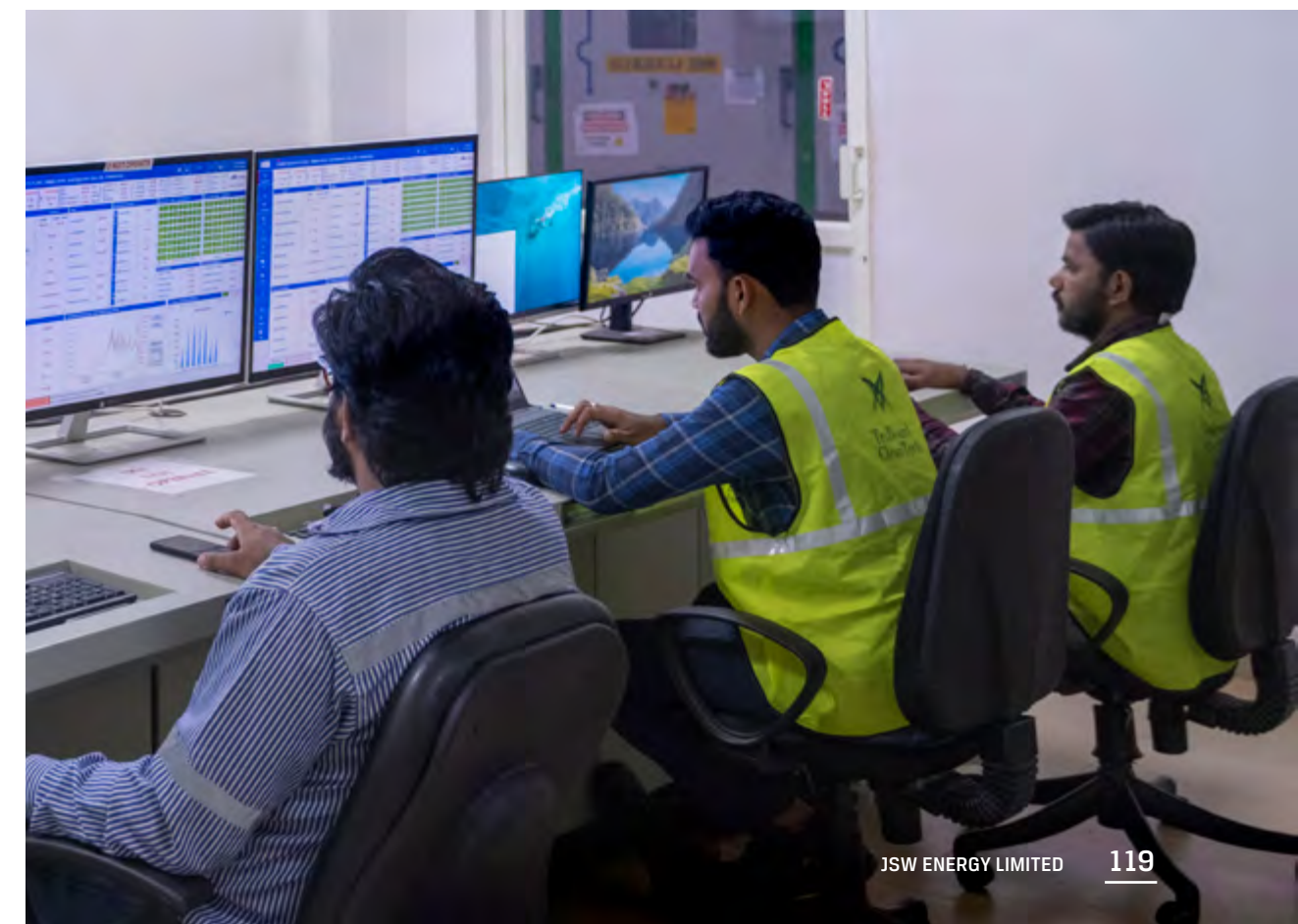
engagement sessions were conducted as part of risk assessments

These initiatives are being progressively extended across all operational sites.

### Human Rights Mitigation and Remediation

We adopt a proactive approach to mitigating and addressing human rights risks. Preventive measures include strengthened workplace practices and enhanced contractor oversight. Our grievance mechanisms are designed to be accessible, confidential, and responsive, ensuring timely resolution of concerns. Continuous stakeholder engagement and monitoring reinforce our commitment across the value chain.

JSW Energy Vijayanagar Power Plant



# Learning and Development

JSW Energy emphasises continuous capability building to equip its workforce for a digital-first environment.

## 1,28,329 Hours

(A 43% Increase YoY)

Total Training Manhours

## 22.34 Hours

for Males

## 29.04 Hours

for Females

Average Training Hours

## Succession Planning

Launched "Success Behaviours Workshop" to identify core behavioural competencies for leadership excellence.

JSW Energy Vijayanagar Power Plant



## Learning Metrics & Performance

Training Data		FY 2026	FY 2025	FY 2024
Total No. of Permanent Staff Attended	Male	5,355	2,901	2,376
	Female	299	177	124
Total No. of Training Hours	Male	1,19,644	81,649	49,000
	Female	8,685	8,037	4,092
Average Training Hours	Male	22.34	28.14	20.62
	Female	29.04	45.40	33

### Creating Knowledge Hubs: Library Development for Holistic Learning

Fostering a Culture of Reading and Lifelong Learning - As part of its commitment to strengthen educational infrastructure and promote inclusive development, JSW Neo Energy Limited (JSWNEL) has undertaken an initiative to establish a dedicated library space in a government school at Benkotagi village, near the Sindagi Solar Site in Karnataka.

This initiative is aimed at creating an accessible and engaging learning environment that goes beyond traditional classroom teaching, encouraging students to develop reading habits, critical thinking, and self-learning capabilities.

#### Programme Objectives

- Establish a functional library hall within the school premises
- Provide adequate furniture and infrastructure for a conducive reading environment
- Curate a diverse collection of books and learning resources
- Create a multi-purpose space for reading, studying, and community engagement

#### Implementation Approach

The project involved the transformation of an existing classroom into a well-equipped library hall, designed to serve as a knowledge hub for students. Key components of the initiative include:

- Provision of books across multiple subjects and age groups
- Installation of student-friendly furniture to ensure comfort and usability
- Inclusion of digital and community learning materials, enhancing access to modern educational resources



- Development of a shared space that supports both academic learning and community activities

#### Impact Highlights

- Project Investment: ₹ 4,70,000
- Location: Benkotagi Village, Karnataka
- Total Beneficiaries: 100+ students

The library has been handed over to the school management, ensuring continued operation and upkeep. The provision of durable furniture and a curated book collection ensures long-term usability and sustained impact.

## Workforce Engagement

At JSW Energy, we believe an engaged workforce is fundamental to building a collaborative, inclusive, and high performing organisation. Through continuous communication, employee participation initiatives, recognition platforms, and

feedback mechanisms, we foster a workplace culture that strengthens engagement,

encourages collaboration, and supports employee growth and well-being.

### Performance and Career Development Reviews

Employees	FY 2026	FY 2025	FY 2024
Male	4,926	2,952	2,376
Female	294	177	124
<b>Total</b>	<b>5,220</b>	<b>3,129</b>	<b>2,500</b>

### Engagement through CARE Model

At JSW Energy, employee engagement is driven through the CARE framework – Communication, Agility, Responsibility, and Elevation:



**Communication:** Promoted through initiatives such as Samwaad town halls and skip-level meetings, fostering transparency and collaboration.



**Responsibility:** Strengthened through Kaizen-led quality circles and team-based performance management, promoting accountability and operational excellence.



**Agility:** Enabled through continuous learning programmes and structured analytics training, enhancing adaptability and problem-solving capabilities.



**Elevation:** Reinforced through recognition platforms such as LAMHE and Kaizen Awards, fostering a culture of appreciation and ownership.

Together, these pillars align individual growth with organisational success, creating a highly engaged and motivated workforce.

The CARE Model (Communication, Agility, Responsibility, and Elevation) is the fundamental framework for engagement and well-being.

## Employee benefits

- Holistic Support Systems** (Employee benefits, ESOP's, ESAT Score) - We provide 26 weeks of maternity leave and one week of paternity leave, along with support for adoption, surrogacy, and fostering. Crèche facilities and lactation rooms are available at plant locations, while corporate employees receive financial assistance for childcare.
- Maternity & Parental Benefits:** At JSW Energy, we support employees through various stages of parenthood by providing maternity and parental benefits that promote well-being, inclusion, and continued career growth. These initiatives help foster a supportive workplace and strengthen long term employee engagement and retention. For more details on return to work and retention rates following parental leave, refer to page no. 341
- Insurance** - Comprehensive insurance benefits include medical, accident, and life insurance, along with annual health check-ups and group term life insurance. Coverage is extended to family members, with options for continued benefits post-retirement.
- ESOPs** - Eligible employees are granted equity options under ESOP 2021, with structured vesting over three years. This initiative aligns employee interests with long-term organisational performance while fostering a sense of ownership.

## Employee Satisfaction Index

### ESAT Score – 81 Trust Index Score

At JSW Energy, employee satisfaction remains central to fostering a positive and high performing workplace culture. We continuously engage with employees through feedback mechanisms, development opportunities, recognition programmes, and well-being initiatives to create an environment where individuals feel valued, supported, and motivated to contribute towards organisational success.

JSW Wind Energy Tuticorin Power Plant



# Occupational Health & Safety (OH&S)

Ensuring the safety and well-being of our workforce is a core pillar of our operational philosophy at JSW Energy. We have established a comprehensive, organisation-wide safety governance framework across all plant locations, supported by dedicated safety committees, advanced monitoring systems, and well-defined policies. This integrated approach enables proactive risk management, strengthens accountability, and ensures consistently high safety standards across our operations.

As an ISO 45001-certified organisation, we remain firmly committed to achieving a



zero-incident workplace. We continuously enhance our occupational health and safety practices to create a safe, secure, and fully compliant working environment for all employees and stakeholders.

The safety of our stakeholders and extended workforce is paramount at JSW Energy. Guided by a clear vision to achieve world-class safety standards, we strive to embed a strong safety culture across all our power plant operations.

### OH&S Management Framework

At JSW Energy, our safety framework is built on a strong foundation of policies, systems, and proactive practices that ensure the highest standards of health, safety, and environmental performance across all operations.

**EHS Policy (Environment, Health & Safety):** Our comprehensive policy framework guides our approach to environmental stewardship, occupational health, and workplace safety, reflecting our long-term commitment to responsible operations and employee well-being.

**Advanced Safety Management Systems:** We have implemented robust and technology-enabled safety management systems that enable effective monitoring, governance, and continuous improvement in safety performance across all sites, aligned with global best practices.



**"Safety first, always – our people power our progress"**  
At JSW Energy, safety isn't just a protocol – it's a promise. Our workforce thrives under a robust governance framework that prioritises wellbeing, accountability, and proactive risk management across every plant location.

**Continuous Monitoring and Evaluation:** Regular internal and external safety audits help identify improvement areas and strengthen our processes, supporting our goal of maintaining an accident-free workplace.

**Regulatory Compliance:** We ensure strict adherence to all applicable safety and environmental laws and regulations, consistently meeting and exceeding statutory requirements.

**Safety Observation Platform:** Our digital safety observation system empowers employees and stakeholders to proactively identify, report, and mitigate potential hazards, fostering a culture of shared responsibility.

**Active Safety Committees:** Multiple safety committees across locations drive implementation, monitor compliance, and provide strategic direction on safety initiatives, supported by strong plant-level leadership.

**Comprehensive Safety Training:** Regular training programmes – delivered through both digital and in-person formats – equip stakeholders with the knowledge and skills required to effectively manage workplace risks.

**Proactive Risk Management:** Through initiatives such as Barrier Health Management, we identify high-risk scenarios early and implement preventive controls to mitigate potential accidents.

**Digital Transformation for Safety:** We leverage advanced digital tools to enhance safety oversight, streamline processes, and improve real-time visibility into safety performance.

**Supply Chain Safety Protocols** Clear safety guidelines are extended to all supply chain partners, ensuring consistent safety standards across our value chain.

**JSW CARES – Contractor Safety Programme:** This focussed initiative strengthens safety performance among contractors, ensuring alignment with our internal safety standards and practices.

**Culture of Continuous Improvement** Ongoing initiatives are embedded into daily operations to elevate safety awareness and practices, reinforcing our commitment to achieving zero accidents.

Our management remains steadfast in its commitment to eliminating workplace accidents by adopting world-class safety standards and expanding safety training across all levels. This proactive approach not only prevents risks but also fosters a workplace culture where employees feel safe, respected, and empowered to take ownership of safety.

### Safety Governance & Leadership

To further strengthen our commitment to safety, each JSW Energy power plant operates under a structured and well-defined governance model that ensures accountability, consistency, and continuous improvement.

#### Safety Steering Committee

Chaired by the Joint Managing Director & CEO, the Safety Steering Committee is a high-level forum comprising all Plant Heads, the Group Safety Head, and the Corporate Safety Head. Meeting quarterly, this committee provides senior leadership with direct oversight of safety metrics, ongoing initiatives, and performance trends across all locations.

#### Executive Committee Involvement

Safety is a standing agenda item in monthly Executive Committee meetings. These sessions are used to highlight achievements, assess risks and address emerging safety issues, reinforcing the strategic importance of safety across all management levels.

### Local and Apex Safety Committee

Every plant is supported by seven dedicated safety committees, along with three Divisional Implementation Committees (DICs) and a central Apex Committee. Together, these bodies ensure effective implementation, monitoring, and standardisation of safety initiatives across all levels of the organisation. At each plant and project location, Apex Safety Committee meetings review monthly safety performance. Key focus areas include notable safety observations, high-potential near misses, and injury accidents. The committee evaluates the corrective and preventive actions (CAPA) implemented by site teams to mitigate safety concerns, ensuring continuous improvement.

### Widespread Employee Involvement

Our participatory model engages majority employees at each plant through safety committees comprising 7 to 8 members. These committees meet regularly to review safety performance, evaluate incidents, and plan upcoming initiatives. This inclusive approach ensures that safety decisions are grounded in practical, on-the-ground insights and shared responsibility.

### Advancing Safety Excellence

To promote a proactive safety culture, JSW Energy continually introduces innovative safety programmes across its plants. Two recent key initiatives include:

#### Organisational Safety Culture Assessment

A Safety Cultural Survey was conducted at three major thermal plants (Ratnagiri, Barmer & Vijayanagar) in collaboration

with SafeMap Consultants (Canada) to benchmark our practices against global safety standards. The survey identified areas for improvement, enabling targeted interventions, system enhancements, and employee welfare initiatives to strengthen our overall safety culture. Additional sites have been planned for assessment for FY 2027.

### Incident Investigation Software Integration

The Group Safety Team conducted a five-day training on TapRoot-based incident investigation software, covering employees across Thermal, Hydro, and Renewable Energy sites. This initiative enhances our ability to perform root cause analysis, facilitating better learning from incidents and preventing recurrence.

### Safety Initiatives in FY 2026 (Proactive Safety Metrics & Performance)

With significant capacity expansion underway, particularly in renewable energy projects, health and safety remain core priorities across all new installations – Wind, Solar, Hydro, and Thermal and Manufacturing.

All operational and upcoming sites integrate robust safety systems, including:

- Permit to Work (PTW)
- Lock Out Tag Out (LOTO)
- Process Safety Management
- Management of Change (MoC)
- Critical Safety Standards
- JSAP Safety Audit
- E-PTW initiated
- Subject Matter Expert Session
- VR Safety Training
- TapRoot Investigation Tool
- Mysetu Safety Software

- Initiated real-time safety violation monitoring through AI-based Camera
- Developed and launched the critical safety standard module on safety with assessment
- Initiated the PSM implementation with external agency

Safety competency is continuously reinforced through comprehensive training programmes, such as Safety Induction, Toolbox Talks (TBT), Work at Height, Electrical Safety, and other function-specific modules, ensuring all employees and contractors are equipped to uphold industry-specific safety standards

### Digitising Safety Management

At JSWELR, we continue to strengthen our safety culture through advanced digital and technology-driven initiatives aimed at enhancing workplace safety and operational risk management. Guided by our "Zero Harm" vision, we have introduced Artificial Intelligence (AI) and Virtual Reality (VR) based interventions to improve hazard identification, monitoring capabilities, emergency preparedness, and safety awareness across employees, associates, and stakeholders.

### AI-Enabled Safety Monitoring

To strengthen real-time monitoring and improve identification of safety non-compliances, JSWELR implemented an AI-enabled surveillance system integrated with CCTV networks and connected to the Command Control Room. The system captures unsafe acts and unsafe conditions across the plant and generates real-time alerts to concerned employees, enabling timely corrective action.



JSW Wind Energy Tuticorin Power Plant

Prior to implementation, monitoring safety non-compliances across the plant posed operational challenges due to limited monitoring mechanisms and reduced visibility of Behaviour Based Safety (BBS) observations. The AI-integrated monitoring system has significantly enhanced close monitoring capabilities and improved visibility across operations.

Insights from observations are analysed and reviewed at both plant and corporate levels to strengthen preventive measures, enhance accountability, and support proactive safety management across operations.

### Virtual Reality Based Safety Training

JSWELR has also introduced Virtual Reality (VR) based safety training to provide immersive and practical learning experiences in a controlled and risk-free environment. Compared to conventional classroom training, VR-based learning enables employees to better understand workplace hazards, operational risks, and emergency response procedures.

During the year, multiple VR modules were developed covering key safety areas including:

- Safe transportation of explosives and blasting
- Dumper operation safety
- Lifting tools and tackles
- Work at height safety
- LOTO procedures
- Confined space safety
- Fire safety
- Welding and gas cutting safety
- Conveyor belt safety
- Hopper jam clearing
- PPE awareness and hazard identification

Key benefits of VR-based training include:

- Improved hazard perception and emergency preparedness
- Enhanced employee engagement and knowledge retention
- Standardised safety training across employees and stakeholders
- Practical exposure to high-risk scenarios without physical risk
- Reduced dependence on physical mock drills and operational downtime

These initiatives continue to strengthen safety awareness, improve operational preparedness, and reinforce a proactive safety culture across the organisation.

### Additional Safety Initiatives FY 2026

During the year, several additional safety initiatives were implemented across operations:

- Reverse cameras installed across in-house vehicles
- Digital load display systems for EOT cranes

### CPP2 – Electrical Safety Improvement in ClO<sub>2</sub> Dosing System

#### Unsafe Condition:

A high-risk condition was identified in the CPP2 ClO<sub>2</sub> dosing system, where a flexible cable was being used for power supply to the ClO<sub>2</sub> dosing pump. This posed a significant risk of cable damage and potential electrical incidents.

#### Solution Implemented:

The flexible cable was removed and replaced with a robust armoured cable. Additionally, a proper power connection was

- Safe access platforms for ash bulker operations
- Voltage detectors integrated with helmets
- Deployment of MEWPs for height-related work
- Speed monitoring through speed guns
- Chimney painting undertaken by IRATA-trained personnel
- AI camera installed at Ratnagiri
- E PTW implemented at Barmer
- Mysetu software implemented at Salboni Project, Mahanadi and all Manufacturing sites
- JSAP safety protocol audit started
- PSM implementation started at thermal business
- 360-degree machine guarding

Through these initiatives, JSWELR continues to strengthen workplace safety standards, enhance operational reliability, and reinforce a culture of safety across all levels of the organisation.

established with the installation of a Miniature Circuit Breaker (MCB) to ensure electrical safety and protection.

#### Benefits Achieved:

- Eliminated the risk of cable damage and associated electrical hazards.
- Enhanced operational safety and system reliability.
- Ensured a safer working environment in line with EHS best practices.

### Unsafe condition in CPP1 – Hypo chemical storage tank

#### Problem:

Chemical leakage was observed from Hypo tanks due to corrosion-induced damage of metallic fittings, leading to safety risks and material loss.

#### Solution:

Corroded metallic fittings were replaced with CPVC valves and fittings, along with the installation of durable PVC tanks to enhance corrosion resistance and system longevity.

#### Benefits Achieved:

- Elimination of chemical leakages caused by corrosion
- Reduction in chemical wastage, improving resource efficiency
- Enhanced operational safety and reliability of the chemical handling system

### CPP1 - Boiler Gas leaks

#### Problem:

Frequent gas leaks were observed in CPP1 boiler valves and ducts due to ageing infrastructure. The existing obsolete CO detection system was inadequate for providing timely alerts, posing significant safety risks to boiler operators and maintenance personnel.

#### Solution Implemented:

A new system comprising Zone 22 explosion-proof analog CO detectors was installed using in-house clamp supports. The detectors were integrated with the Distributed Control System (DCS) through available spare channels. Alarm thresholds were configured, and system logic was validated to trigger alerts at concentrations exceeding 50 ppm.

#### Benefits Achieved:

- Early detection and timely alerts for unsafe CO gas accumulation
- Enhanced protection for personnel working in the boiler area
- Improved process safety and monitoring reliability, reducing risk of hazardous incidents

### Unsafe condition in CPP2 - CDQ Steam sample line isolation valve operation: CDQ – Steam Sampling Line Modification for Safe Operation

#### Problem:

The isolation valve for the CDQ steam sample line was located at pipe rack elevation, creating an unsafe condition for operators during valve operation due to difficult and hazardous access.

#### Solution Implemented:

The steam sampling pipeline was rerouted to a nearby accessible platform, and an isolation Manual Isolation Valve (MIV) was installed to enable safe and convenient operation.

#### Benefits Achieved:

- Elimination of unsafe working conditions associated with elevated valve operation
- Improved accessibility and ease of operation for operators
- Enhanced workplace safety in line with EHS standards

### CPP1 - Life line provision for operator at LDO tank area

#### Problem:

In CPP1, LDO unloading requires operators to work on top of LDO tankers, exposing them to significant fall-from-height risk. The activity currently depends on manual precautions, increasing the likelihood of unsafe condition and reducing overall operational safety.

#### Solution implemented:

A dedicated Safe Lifeline system is erected for LDO unloading-related operations. Workers can operate valves, carry out manhole door opening for inspection and perform unloading tasks safely and comfortably.

#### Benefits:

1. Unsafe condition eliminated
- Risk of fall from height reduced to zero exposure

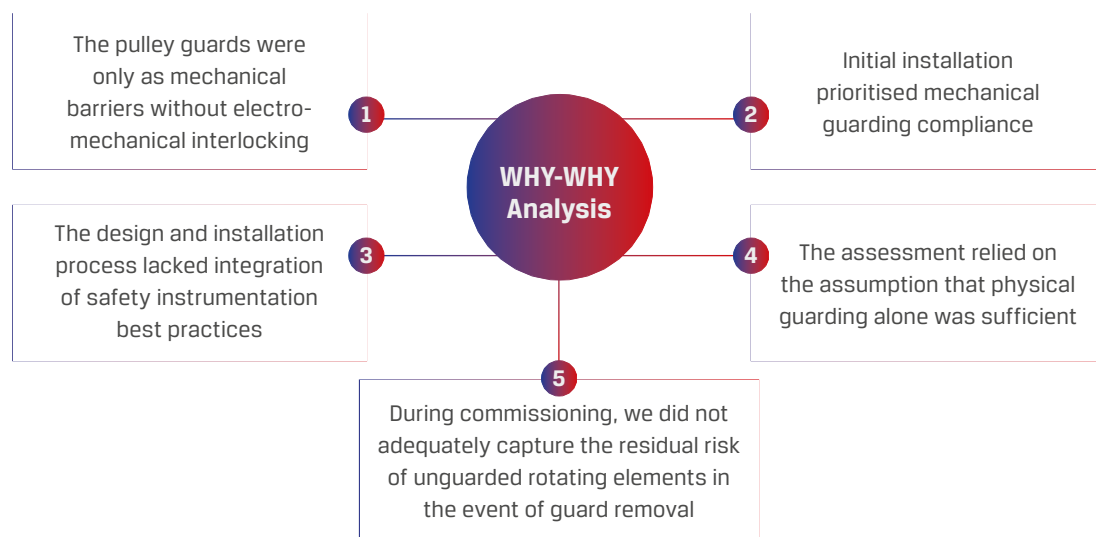
### Provision of 360° Safety Interlock & Protection for Conveyor Belt Head & Tail Pulley Guard Area

At JSW Energy Ratnagiri Thermal Power Plant, the Coal Handling Plant (CHP) conveyor system plays a critical role in coal transportation. The head and tail pulley areas, containing continuously rotating components, were previously protected only by mechanical guards without electrical interlocking. This allowed conveyors to operate even when

guards were opened or removed, posing significant safety risks during inspection and maintenance. The absence of an interlock system increased the likelihood of accidental contact with moving parts and indicated a gap in compliance with standard safety practices, necessitating enhanced safety controls.

#### Safety Issue

Conveyor continued to run even when head / tail pulley guards were removed, creating a safety hazard



**Resolution through Why-Why Analysis**

A 360-degree guard with an interlock system has been installed on both the head and tail pulleys. This safety arrangement ensures that the conveyor belt operation is automatically stopped whenever any access gate is opened, thereby preventing unauthorised or unsafe access during operation and significantly enhancing personnel safety.

### Safety Observation (SO) Progress

The safety observation programme across JSW Energy businesses recorded a significant increase in employee and contractor participation during FY 2026. Total safety observations increased from 1,02,920 in FY 2025 to 1,33,172 in FY 2026, representing a 29% year-on-year improvement.

This demonstrates a stronger reporting culture, enhanced workforce engagement, and increased focus on proactive hazard identification across both thermal and renewable operations.

The increase in observations indicates a shift towards

preventive safety management, where risks are identified and addressed before incidents occur. Renewable assets contributed significantly to this growth, while several thermal locations maintained consistently high observation rates.

### SO Performance of all locations

Location	FY 2026	FY 2025
Barmer	21,506	21,078
Ratnagiri	20,592	15,745
Vijayanagar	26,446	23,189
Utkal	9,120	2,566
Mahanadi	19,398	NA
Nandyal	935	850
Green Hydrogen	896	NA
JSW NEL Wind	6,473	9,906
JSW NEL Solar	4,188	4,191
Wind Sandur	1,750	2,690
Wind Tuticorin	1,081	2,028
Pavagada	2,951	411
Kutehr	1,729	4,116
Sholtu	15,198	15,181
Salboni	909	969
<b>Total</b>	<b>1,33,172</b>	<b>1,02,920</b>

### Contractor Safety Management

JSW Energy has implemented the Contractor Safety Management System across all locations. During the year, 233 contractors underwent evaluation through the Pre-Qualification Assessment (PQA) process. Hand holding for Safety System implementation is being done for all these contractors enabling them to improve their PQA scores on a regular basis which shall help them to strengthen their own safety systems and in turn improve the safety culture at JSW Energy Operations and project sites. CSM committee formed at all the sites for continuous monitoring of the contractor's performance and improve their PQA rating.

The corresponding PQA score performance of these contractors is presented below:

Score	FY 2026
Less than 50%	3
50%- 60%	92
60% -70%	20
70%- 80%	43
More than 80%	75

### Barrier Health Management

During FY 2026, JSW Energy's Thermal Business made significant progress in strengthening Process Safety through the implementation of Barrier Health Management (BHM). A total of 25 Barrier Health Management (BHM) risks were identified and successfully mitigated across Ratnagiri, Barmer, and Vijayanagar plants.

The BHM framework focusses on identifying critical safety barriers associated with high-risk scenarios and monitoring their effectiveness to prevent major incidents. The initiative has enhanced visibility of barrier performance, strengthened risk control measures, and improved proactive decision-making for managing operational risks.

Following the successful implementation at Ratnagiri, Barmer, and Vijayanagar, the remaining business locations are actively working on developing and deploying similar BHM models. This phased rollout will further strengthen the organisation's process safety management framework and support JSW Energy's commitment to achieving world-class safety standards across all operations.

### Occupational Health Centres (OHC)

#### Protecting Workforce Well-being, Every Day

JSW Energy is staffed with qualified medical professionals and support personnel. These centres serve as the primary point of care for employees, providing treatment for routine ailments, minor injuries, and first-aid needs.

OHCs also offer basic diagnostic services and conduct annual medical examinations for both employees and contract workers, enabling long-term health monitoring and early identification of occupational health concerns. At the Vijayanagar plant, the OHC is further supported by Sanjeevani Hospital, a JSW Group facility capable of managing medical emergencies beyond the OHC's capacity, ensuring continuous access to high-quality care.



JSW Hydro Energy Power Plant - Sholtu



### Global Wind Organisation (GWO) Training

JSW Energy strengthened its focus on workforce safety by imparting Global Wind Organisation (GWO)-certified training to 24 employees engaged in high-risk wind operations. Recognising the critical nature of working at height on Wind Turbine Generators (WTGs), this internationally recognised programme was conducted to ensure that all personnel possess the required competence and confidence to perform such activities safely and efficiently.

The GWO training covered essential modules such as Work at Height Precautionary Measures, Risk Management, Emergency Procedures and Rescue Operations, and Manual Handling & First Aid.

### Occupational Health and Safety (OHS) Training

At JSW Energy, OHS training remains a key focus area in strengthening workplace safety awareness, risk management, and employee preparedness. Through regular training programmes, simulations, and capability building initiatives, we continue to enhance safe work practices and foster a strong culture of safety across operations.

### Safety Training

#### Integrated Management System and Safety Training

All JSW Energy operational plants are certified under the – ISO 9001, ISO 14001, and ISO 45001, in line with international standards. Each plant has a dedicated team and safety committee responsible for implementing regular training programmes as per the annual safety training plan.

#### Subject Matter Expert (SME) Training Sessions

As part of our ongoing safety initiatives, SME-led sessions were conducted at selected locations, bringing together participants from across all operational plants of JSWEL. These 8-hour sessions, delivered by third-party

experts, cover critical safety standards including:

- Permit to Work (PTW)
- Lock Out Tag Out (LOTO)
- Contractor Safety Management
- Scaffolding Safety
- And other essential safety protocols
- Conveyor Safety
- Road Safety
- Process Safety Management

- Management of Change
- Electrical Safety
- Crane and Lifting Safety

Training includes interactive workshops, shop floor visits, and post-training evaluations, culminating in certification for participants. To date, more than 1,200 employees from various business units have completed these sessions and obtained certification.

#### Workforce Training Statistics

	FY 2026		FY 2025		FY 2024	
	No.	Coverage	No.	Coverage	No.	Coverage
<b>Employees</b>						
Male	4,926	100%	2952	100%	2376	100%
Female	294	100%	177	100%	124	100%
<b>Total</b>	<b>5,220</b>	<b>100%</b>	<b>3,129</b>	<b>100%</b>	<b>2,500</b>	<b>100%</b>
<b>Workers</b>						
Male	7,221	100%	6,959	100%	5,299	100%
Female	259	100%	173	100%	172	100%
<b>Total</b>	<b>7,480</b>	<b>100%</b>	<b>7,132</b>	<b>100%</b>	<b>5,471</b>	<b>100%</b>



JSW Energy Vijayanagar Power Plant

### Classroom-Based Safety Training

In addition, JSW Energy's Site Safety Team, Training and Communication Committee, and HR team collectively conduct classroom-based trainings to reinforce safety awareness among employees and workmen. Topics covered include:

- Process Safety Management Awareness
- Electrical Safety

- First Aid and Fire-Fighting
- Machine Guarding
- Heat Stress Management
- Contractor Safety
- Incident Investigation

A comprehensive training calendar was implemented across thermal, hydro, solar, wind, and project locations, covering key topics such as Conveyor Belt Safety, Fire Safety, Work at Height, Confined Space Entry, Lockout-Tagout

(LOTO), Welding Safety, Lifting Operations, Crane Safety, Gas Cutting and Compressed Cylinder Safety, Standard PPE, Electrical Isolation, Roof Work Safety, Dumper and Loco Operation Safety, and other critical risk areas.

Through these comprehensive programmes, JSW Energy ensures a highly trained workforce, fully equipped to uphold world-class safety standards across all operations.

### First Aid & Basic Life Support Training cum Certification programme for Solar & Wind Office Personnel

JSW Energy organised a comprehensive First Aid Training Programme in collaboration with AIG Hospitals, aimed at enhancing the medical preparedness of employees across operating sites. A total of 25 employees participated in this hands-on session, which focussed on equipping them with life-saving skills to respond effectively during medical emergencies.

The programme covered critical topics such as Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED) operation, and management of various medical emergencies through practical demonstrations and interactive learning. Participants were also briefed on immediate response techniques, injury management, and workplace health practices.

## CASE STUDY

### Process Safety Enhancement Initiative - Vijayanagar Site

#### Explosion Vent Extension & Fire Resistance installation for Coal Mills

As part of our continuous commitment to sustainable operations, process safety, and responsible industrial practices, a major engineering modification was undertaken during the year to enhance the explosion protection system of our coal grinding mills. The project involved the successful installation of

explosion vent extensions across all 19 coal mills, strengthening our safety infrastructure and minimising potential operational risks.

This initiative reflects our proactive approach toward anticipating hazards, implementing preventive engineering controls, and safeguarding employees, assets, and the surrounding environment.

### Project Background

Coal mills operate under conditions where fine coal dust particles mixed with air can create an explosive atmosphere. While explosion vents are designed to relieve pressure safely in the unlikely event of an ignition, a detailed risk assessment and safety review indicated an opportunity to further improve the vent discharge direction and distance from working areas.

To address this, the organisation initiated a plant-wide modification project aimed at extending the explosion vent outlets to ensure that any potential blast pressure is safely directed away from equipment platforms and personnel access areas.

### Engineering Solution

The project involved design modification, fabrication, and installation of explosion vent extension ducts for each coal mill. The work was executed through close coordination between engineering, maintenance, safety, and operations teams.

#### Key technical interventions included:

- Installation of extended vent ducts to safely channel explosion pressure away from work zones
- Structural reinforcement of vent assemblies to withstand pressure loads
- Alignment and support modifications for long-term reliability
- Inspection and functional verification of explosion protection systems
- Safe execution of modification work while maintaining operational continuity

All installations were completed under strict permit-to-work procedures and safety supervision, ensuring safe implementation without operational disruption.

### Key Project Highlights

Area	Details
Scope	Explosion vent extension modifications implemented across 19 coal mills
Implementation Status	100% implementation completed with enhanced explosion pressure relief systems installed across all identified mills
Safety Performance	Project executed with zero injuries and no operational incidents
Process Safety Enhancement	Improved management of combustible dust explosion risks and strengthened overall process safety controls
Employee Safety	Reduced personnel exposure risk by directing potential explosion pressure away from working areas
Asset Protection	Enhanced protection for critical mill equipment and surrounding infrastructure
Operational Reliability	Lowered risk of operational disruption and equipment damage arising from explosion events
Risk Reduction	Strengthened alignment with industry best practices in dust explosion management and industrial safety
Sustainability Impact	Enhanced process safety resilience, operational sustainability, and responsible plant operations through proactive risk mitigation and sustainable engineering design

### Reflective stickers for the Module edges at Vijayanagar 225 MW Solar plant

As a proactive step toward improving visibility and on-ground safety, reflective stickers have been implemented along the module edges at the 225 MW Vijayanagar Solar Plant. This initiative aims to enhance night-time and low-light visibility across the solar array areas, particularly during inspection, maintenance, and patrolling activities. The reflective markings serve as a simple yet highly effective measure to prevent trips, slips, and collisions while navigating between module rows.

The reflective stickers act as visual indicators, helping workers identify panel boundaries, walkways, and potential obstructions, especially during dawn, dusk, or emergency operations under artificial lighting. This initiative not only minimises the risk of personal injury and equipment damage but also strengthens compliance with safe movement protocols within the solar yard.

### Real-time remote monitoring initiative at Renewable Operations

JSW Energy has introduced real-time remote monitoring device - "Work Live" across its renewable energy operations (Solar and Wind) to strengthen real-time safety supervision of critical field activities. The devices, accessible via Google Chrome without additional software, enable live remote inspections, audits, and

emergency monitoring directly from laptops or mobiles. This innovation has elevated on-site safety control, ensuring faster hazard identification, improved communication, and timely corrective actions across dispersed renewable sites.

### JSW Mahanadi Monthly Rolling Trophy Initiative - Our Commitment to Zero Harm

At JSW Mahandi safety is not just a priority - it is a core value embedded in everything we do. To strengthen this commitment, the plant has introduced the Monthly Rolling Trophy for Business Partners, a focussed initiative to recognise and reward excellence in safety performance.

Safety performance is evaluated every month through a standard scorecard based on clearly-defined parameters covering both leading and lagging indicators. The assessment includes a combination of document review and site inspections conducted by the safety team.

The Rolling Trophy is awarded to business partners who demonstrate outstanding safety leadership and consistently follow safe work practices. Evaluation considers strict compliance with PTW systems, proactive near-miss reporting and hazard identification, workplace housekeeping, active workforce participation, and reduction of major safety violations. This ensures safety is

not just a priority, but a shared responsibility and a core value.

More than just an award, the Rolling Trophy fosters a culture of healthy competition and shared accountability. Business partners are actively engaging their teams, identifying hazards early, and reinforcing safe behaviours at every level. The trophy is presented during the Monthly Contractors Apex Committee Meeting, making performance visible, measurable, and celebrated across all partners.

#### Impact so far:

- Increased safety awareness and proactive near-miss reporting
- Stronger compliance with PTW systems and safety procedures
- Improved housekeeping and overall site discipline
- Reduction in workplace incidents through early hazard identification
- Enhanced business partner engagement and accountability
- Greater workmen participation and involvement in safety initiatives

This initiative reflects our collective commitment - working together as One Team with One Goal: achieving Zero Harm, every person, every day.



JSW Solar Energy  
Vijayanagar Power Plant

## Model Area Ownership Implementation at JSW Mahanadi

### Building Pride, The Power of Area Ownership

In high reliability environments like power plants, safety and operational excellence are not achieved through systems alone – they are built through people who take ownership.

With this belief, JSW Mahanadi plant Leadership team has taken a decisive step forward by introducing the Model Area Ownership initiative – an approach that transforms responsibility into pride, and routine spaces into benchmarks of excellence.

### A Vision Driven by Leadership

Recognising that sustainable safety culture must go beyond compliance, the leadership team along with the department heads and the safety team, envisioned a model where every corner of the plant is "owned", cared for, and continuously improved. The plant was thoughtfully divided into 29 distinct zones, each entrusted to a dedicated Area Owner. But this is not just about assigning responsibility – it's about empowering individuals to lead change within their spaces.

*"When a person owns an area, they don't just maintain it – they improve it, protect it, and take pride in it."*

## Creating a Culture, Not Just Compliance

What sets this initiative apart is its focus on behavioural change.

Area Owners are not working in isolation. Through daily engagement, they are encouraging their teams to identify gaps, suggest improvements, and close issues proactively. This shared responsibility is gradually embedding a culture where safety is not enforced – it is owned.

Monthly reviews led by the Head of O&M and HODs have added momentum. Each Area Owner presents their progress, innovations, and safety improvements, creating a platform for learning, recognition, and healthy competition.

The recognition of the top three Area Owners each month has further energised the workforce – celebrating not just results, but the spirit of ownership and leadership.

### The Impact: Safer Workplace, Stronger Culture

The benefits are already evident:

- Improved workplace safety through hazard elimination and better compliance
- Higher accountability at every level
- Enhanced equipment reliability and operational efficiency
- Greater employee engagement and pride in the workplace
- A visible shift from reactive fixes to proactive improvement

Most importantly, the initiative is reinforcing a simple but powerful idea:

Safety is everyone's responsibility – but ownership makes it personal.

## Health & Safety - All locations

At JSW Energy, health and safety remain pivotal to operational excellence, and are embedded across every aspect of the Company's activities. The Company is committed to providing a safe, healthy and secure work environment for employees, contractors, business partners and all other stakeholders. Guided by the belief that all incidents are preventable, JSW Energy strives to foster a culture where safety is not merely a compliance requirement but a shared responsibility and a core organisational value.

The implementation of health and safety practices is supported through robust monitoring mechanisms, including regular site inspections, safety audits, toolbox talks, risk assessments and compliance reviews. Dedicated site safety teams proactively identify unsafe acts and conditions, enabling timely corrective and preventive actions to mitigate risks and strengthen workplace safety.

The Company continues to nurture a strong safety culture through ongoing employee engagement, comprehensive training programmes and strict adherence to statutory requirements and internal safety standards. Active leadership involvement, behavioural safety initiatives, proactive risk management and continuous improvement efforts further reinforce the Company's commitment to achieving its goal of zero harm across all operations and project sites.

Additionally, new safety initiatives and awareness programmes are undertaken across various plants, aimed at enhancing workforce understanding of health and

safety practices, strengthening risk consciousness, and promoting safe work behaviours. Through disciplined execution, continuous monitoring and sustained employee participation, JSW Energy remains focussed on maintaining the highest standards of health and safety across its operations.

Few such recent safety initiatives are listed below:

### In Lead the Change: Safety as a Value-Felt leadership

In line with the JSW Safety Zero Harm Vision 2030, the Company conducted thirteen such Felt leadership sessions across its thermal business, facilitated by Col. Amar Bindra. The programme was designed to strengthen safety leadership and reinforce accountability for fostering a proactive safety culture.

The sessions covered approximately 250 senior leaders, including Heads of Plants, Operations and Maintenance Heads, Project Heads, Department

Heads and second-line leaders from JSW MPCL and JSW Vijayanagar. Through these initiatives, the Company continues to embed safety as a core leadership value and advance its commitment to achieving zero harm across its operations.

### JSW Safety Assurance Programme (JSAP) Assurance Safety Audit:

As part of the JSW Group's Zero Harm Vision 2030, the Company initiated the JSAP audits across its thermal power plants through M/s DNV. During the year, comprehensive safety audits were conducted at key locations, including JSW Ratnagiri, JSW Barmer, JSW Vijayanagar and JSW MPCL. The audits focussed on evaluating adherence to critical safety standards and assessing the effectiveness of their implementation across sites, further strengthening the Company's commitment to safety excellence and continuous improvement.

## Strengthening of the site safety systems/SOP through training & inspections:

- Implemented the revised 15 JSW Group Safety Standards across thermal power sites, supported by JSAP audits to assess compliance and effectiveness
- Developed over 600 Subject Matter Experts (SMEs) across JSW MPCL, JSW Vijayanagar, JSW Utkal and JSW Ratnagiri to drive the implementation of critical safety standards
- Initiated effectiveness monitoring of the Safety Governance System across thermal sites and extended focussed support to strengthen safety practices at newer locations
- Conducted monthly theme-based safety awareness campaigns and mega pep talks to reinforce a strong safety culture across the organisation

JSW Energy Mahanadi Power Plant



- Introduced virtual reality (VR)-based training modules for critical Standard Operating Procedures (SOPs), enhancing workforce engagement and learning effectiveness
- Organised four certified scaffolder sessions across the thermal business, resulting in the development of 50 certified scaffolders at JSW MPCL and JSW Ratnagiri
- Strengthened workforce capability through regular monthly safety and job-specific training programmes across all thermal sites
- Conducted first-aid and fire-fighting training sessions in collaboration with M/s Minimax, with participation from employees and business partners across functions
- Continued periodic inspection and monitoring of lifting tools and tackles to ensure equipment integrity and safe operations
- Initiated the implementation of SUPD/RUPD systems in heavy vehicles at JSW Vijayanagar and JSW Barmer to enhance transportation safety and mitigate road-related risks

**Virtual reality introduced in the Safety Training across the Thermal sites**

The Company leveraged Virtual Reality (VR)-based safety training to provide immersive and practical learning experiences that bridge the gap between classroom instruction and real-world workplace scenarios. The interactive simulations enable employees and workmen to repeatedly practice critical safety procedures in a controlled environment, helping build confidence, improve hazard

recognition and strengthen safety preparedness. In addition, insights generated from VR training sessions support more effective assessment of individual and team-readiness. During the year, over 600 employees and workmen were trained through VR-enabled safety modules.

**Subject Matter Expert Safety Training at the Thermal sites (JSW MPCL, JSW Ratnagiri, JSW Utkal)**

The Company conducted 12 Subject Matter Expert (SME)-led sessions, each spanning 5 days across the thermal business. These sessions were conducted with the objective of strengthening awareness of critical safety standards, including Electrical Safety, Working at Height, Process Safety Management (PSM) and Confined Space Safety. Over 1,200 employees from multiple sites participated in these sessions, which combined practical insights with real-world experience to reinforce safety knowledge and promote safer workplace practices.

**AI introduced in the Safety at JSW Energy Ratnagiri Plant**

The Company deployed 40 AI-enabled cameras for real-time monitoring of safety compliance, enabling early identification of safety violations and timely corrective actions. The system is designed to detect high-risk incidents, including PPE non-compliance, unauthorised access and electrical safety violations, thereby strengthening on-site safety surveillance and compliance. Following its successful implementation, the initiative is being expanded across other thermal power locations to further enhance the safety management framework.

**Leadership Safety walk audit initiative has been started across all thermal plants**

The Leadership Safety Walk Round programme continued to reinforce visible leadership commitment to safety across the thermal business. Conducted monthly at each site, these walk rounds provided an opportunity for leaders to proactively identify potential risks, reinforce corrective actions and promote a culture of continuous safety improvement. Key observations and action points arising from the walk rounds were regularly reviewed during Plant Safety Committee meetings, ensuring effective follow-up and sustained focus on workplace safety.

**360-degree Machine guarding drive has been initiated across the thermal business**

The Company launched a comprehensive 360-degree machine guarding initiative across its thermal business to strengthen equipment safety and safeguard personnel. As part of the programme, detailed machine guarding surveys were conducted at all sites, covering the inspection of more than 4,300 machine guards. The initiative has enhanced operational safety, improved compliance with safety standards and reinforced the Company's commitment to creating a safer workplace.

**External Scaffolding inspector has been developed at JSW MPCL & JSW Ratnagiri sites**

Over 50 employees have been trained as certified scaffolding inspectors across the thermal sites through four of external training programmes, demonstrating strong management commitment to competency development and safe work practices.

**Enhancing Safety Competency: Training & mock drills across the Thermal locations**

Mock drills are conducted on a monthly basis across the thermal sites, to enhance the awareness amongst the employees.

- Fire mock drill
- Chlorine leak mock
- Electrocution drill
- Working at height

**Health awareness and Champion at Thermal sites**

Management focusses on health awareness initiatives and periodic health camps, validating a strong commitment to employee well-being and fostering a healthy workplace culture.

- Annual Medical Check-up at Vijayanagar
- Periodical medical camp at Ratnagiri

- Health awareness sessions were conducted at the Ratnagiri site by Occupational Health and Safety (OHS) professionals to educate employees on key health issues, including tobacco and gutkha-related risks, cancer prevention, HIV awareness and overall well-being
- Industrial hygiene survey at all thermal plants

**SUPD\* RUPD# initiatives at all thermal plants for heavy vehicles**

The implementation of SUPD and RUPD in heavy vehicles reinforces the Company's commitment to road safety and regulatory compliance. These safety measures help reduce the risk and severity of rear-end and side-impact collisions by preventing smaller vehicles from under-running heavy vehicles, while ensuring adherence to applicable motor vehicle safety regulations.

\* SUPD: Side Underrun Protection Device  
# RUPD: Rear Overrun Protection Device

**Train the Trainer Initiatives- JSW Energy**

The Company conducted four Train-the-Trainer programmes at its Mahanadi and Ratnagiri sites in collaboration with ERM India to strengthen internal capability in delivering safety training. The initiative enhanced safety awareness, reinforced compliance with safety standards and supported proactive risk management by developing a network of qualified in-house trainers. Building on its success, the programme is being extended across all thermal and manufacturing sites.

**Celebration of National Safety Week, Road Safety Week and Fire Safety Day at JSW Energy**

JSW Energy observed the 55<sup>th</sup> National Safety Week across its operations, reaffirming its commitment to fostering a strong safety culture. The week featured a range of awareness and engagement activities, including safety sessions, quizzes, emergency response competitions, mock drills, toolbox talks and employee participation programmes. Aligned with the theme 'Engage, Educate and Empower', the initiative promoted safety awareness, encouraged adherence to safety protocols and reinforced collective responsibility towards maintaining a safe and healthy workplace. The initiative significantly enhanced awareness, encouraged proactive safety behaviour, and strengthened the organisation's vision of achieving zero incidents.

JSW Energy observed Fire Safety Week across its operations to strengthen fire prevention awareness and emergency preparedness. The programme



JSW Energy Ratnagiri Power Plant



JSAP review at JSW Mahanadi

included training sessions, live demonstrations and mock evacuation drills, equipping employees with the knowledge and skills required to respond effectively to fire-related emergencies and safely operate firefighting equipment.

The Company also commemorated Road Safety Day through awareness campaigns, interactive sessions and safety briefings focussed on safe driving practices and responsible road behaviour. Special emphasis was placed on employees associated with transportation and logistics, reinforcing the importance of road safety across operations.

**Other significant Safety Initiatives -**

- Strengthened gate entry controls and enforcement of the No Alcohol Policy through enhanced security infrastructure, including security personnel, metal detectors, alcohol analysers and kiosk-based systems

- Organised a Hearing Conservation Camp in collaboration with the All India Institute of Speech and Hearing (AIISH), Mysore, to promote occupational health and employee well-being
- Enhanced the safety induction process through the deployment of kiosk-based systems, supported by close supervision and continuous monitoring across thermal sites
- Conducted monthly theme-based safety pep talks to improve workforce awareness and reinforce a strong safety culture
- Improved safety culture survey scores through targeted interventions and sustained employee engagement initiatives
- Achieved a 97% closure rate for safety observations across thermal sites, reflecting a strong focus on corrective and preventive actions

- Continued monthly safety performance reviews by Thermal Business Heads to strengthen safety governance and accountability
- Completed Phase I of fire asset safety management data integration at the Barmer site, enhancing monitoring and management of critical fire protection systems
- A Joint Fire Fighting Mock Rehearsal conducted on 22<sup>nd</sup> October 2025 at 136 (I) Infantry Brigade Army Area, Powari, in coordination with: Indian Army, Himachal Fire Services, JSWHEL Safety Team

**People Support Initiatives - Internal People & External Communities**

At the 350 MW Washi wind site, a request was received from a local school for a site visit. The school children had a chapter on Wind Power and wanted to see WTGs. The request was welcomed by the site team and an inspiring, successful, and safe visit was ensured. Special planning and safety measures were taken to ensure Zero Harm during their visit.

**Project Details**

- Project Name: 350 MW TEQ Green Power XI Pvt Ltd Wind Washi, Maharashtra
- No. of visitors (children): 55, including school teachers
- Name of School: Anisha Global School, Beed, Maharashtra
- Date of visit: 1-12-2025

**Objectives**

- Educate school children about wind energy and its importance
- Promote sustainability and environmental awareness
- Inspire students to explore renewable energy careers

**Visit Process**

- Prior information was shared as a guideline document with the school regarding safety precautions, environmental conditions, safe behaviour, clothing, and footwear requirements
- The students were received at the main gate and provided with a specially designed safety induction before proceeding to the meeting room, where the project team explained how wind energy helps generate electricity without pollution and reduces the use of fossil fuels
- Students were then taken to WTG locations in batches, where they observed turbine

operations and interacted with the team through questions and discussions

- Refreshments were provided before the students safely departed from the site

**Outcomes of the Visit**

- Improved awareness about renewable energy and wind power generation
- Enhanced environmental responsibility among students
- Practical learning through direct exposure to wind turbine operations
- Increased interest in science, sustainability, and renewable technologies
- Encouragement towards energy conservation habits
- Inspiration for future career opportunities in environmental science and renewable energy sectors

JSW Wind Energy Solar Power Plant



## Safety & Occupational Health Initiatives

### Safety & Occupational Health Initiatives

Events and training programmes were conducted to strengthen employee capabilities in hazard recognition, safe equipment handling, and emergency response preparedness.

### Annual EHS Awareness Programmes

Important environmental, health, and safety events were mapped in the Annual EHS Calendar and celebrated across all sites to strengthen awareness and engagement.

Programmes conducted included:

- Environmental Day
- National Safety Week / Safety Month
- Road Safety Week
- National Fire Service Day

Road Safety Week activities also included crash helmet awareness programmes for nearby communities conducted on public roads.

As part of the organisation's commitment to strengthening safety awareness and occupational health practices, multiple training and educational programmes were conducted across the site.

### Key Training Programmes Conducted

- 82 induction training sessions conducted with 278 participants to familiarise employees and workers with site safety rules, hazard identification, and safe work practices before commencing work
- 1,129 Toolbox Talk (TBT) sessions conducted, covering daily hazards, preventive measures, and safe work procedures, with participation from 10,73,222 individuals
- 2 in-house training programmes conducted with 87 participants covering operational safety requirements and specialised safety topics
- 38 On-the-Job Training sessions conducted with 709 participants to provide practical guidance and reinforce safe work practices
- JSWHEL, Sholtu conducted Third Party Survey & Assessment for Workplace Ergonomics to promote good health. To further strengthen workplace health and safety practices, a third-party Ergonomics and Manual Handling Assessment Survey was carried out at the facility. The objective of this assessment was to evaluate existing workstations, manual handling activities, and task-related ergonomic risks that may affect employee health and productivity

- The assessment also helped identify opportunities to minimise the risk of musculoskeletal disorders (MSDs) and encouraged the adoption of safer manual handling practices. These initiatives reflect the organisation's continuous effort to promote employee well-being, safe working conditions, and sustainable workplace practices
- At Sholtu, our UMANG programme features a year-round sports calendar that encourages enthusiastic employee participation, with top players representing the North Zone in the JSW Challenger's Trophy at Rajpura and Vijayanagar, winning trophies at the group level. This initiative promotes physical health, team spirit, and a sense of achievement, greatly enhancing employees' overall well-being.

### Demonstration and Practical Sessions

- On-job training for GE team
- Special purpose PPE use demonstration (arc flash suit)
- On-ground TBT conducted during night operations

## Health and Safety Performance Indicators

We remain committed to maintaining a safe and healthy workplace through strong safety governance, preventive practices, and continuous monitoring across operations. The overall LTIFR for JSW Energy in FY 2026, which includes employees and workers across all operational plants and projects under construction is 0.13 (4 Loss Time Injuries and 2 fatalities).

### Safety Performance for FY 2026

#### Operational Plants

S.No.	Safety Metric	FY 2024	FY 2025	FY 2026
1	<b>FATAL</b>			
	Employee	0	0	0
	Worker	1	5	1
2	<b>Loss Time Injury</b>			
	Employee	0	0	1
	Worker	1	3	0
3	<b>LTIFR</b>			
	Employee	0	0	0.12
	Worker	0.15	0.61	0

#### Projects Under Construction

S.No.	Safety Metric	FY 2024	FY 2025	FY 2026
1	<b>FATAL</b>			
	Employee	0	0	0
	Worker	2	1	1
2	<b>Loss Time Injury</b>			
	Employee	0	0	0
	Worker	3	3	3
3	<b>LTIFR</b>			
	Employee	0	0	0
	Worker	0.4	0.25	0.26



Safety mock drill at Hydro Power Plant

## Way Forward

- Implement the E-PTW (Electronic Permit to Work) system across the Thermal, Manufacturing, and Renewable Energy (RE) businesses
- Implement the Connected Workforce System across the Thermal business to strengthen and improve emergency response management
- Digitalise Sub-Committee Meeting MoM (Minutes of Meeting) and ERT (Emergency Response Team) live status tracking across the Thermal and Manufacturing businesses
- Conduct Subject Matter Expert (SME) sessions and Train-the-Trainer programmes for all line management personnel and certified SMEs
- Implement the MySetu Safety Software at all new and acquired sites
- Strengthen the BHM Committee and PSM Committee across Thermal and Manufacturing sites
- Launch and drive the Process Safety Management (PSM) programme across all major thermal power plants
- Plan to conduct the safety culture survey at pending major thermal and manufacturing sites
- Improve the group JSAP safety audit score and set a benchmark for other business