



We want to be the 'Employer of Choice'. The blueprint of our employee development is co-related to our larger organisational objective that supports our strategy to sustain JSW Energy's position as one of the leading energy companies, competitively-ahead, and performance-driven with a strong foreseeable future.

At JSW Energy, we cultivate employee skills and capabilities to drive shared organisational objectives. Our five strong facets – Confidence, Courage, Commitment, Compassion, and Collaboration define the way JSW Energy works. We are committed to providing a progressive workplace that is focused on the overall development of our employees. Therefore, our human resource management team plays a crucial role of a strategic business partner by driving the organisational goals of growth, agility, and enhanced productivity. Our people development practices help generate and strengthen the competencies of our human capital to deliver notable results on the trajectories of operational efficiencies and productivity. To enhance the employee experience in our organisation, we have developed and deployed a model called CARE, which attempts to encompass the aspects of an engaging and interactive workplace.

### JSW Energy's CARE Model

We constantly aim to create a best workplace experience for our employees that motivates them to contribute more towards the organisational goal. To ensure an engaging and interactive workplace, the human resource management team at JSW Energy formulated and deployed a model called CARE. The model is devised on four strategic elements – Communication, Agility, Responsibility, and Elevation. The model aims to achieve comprehensive development of employees and bring out their best capabilities. It intends to provide them a platform to communicate and interact with their teammates. Through the various aspects of this model, we endeavour to encourage our people so that they are always motivated to work with us.

### Strategic Elements of CARE

Through our CARE Model, we try to address and achieve the key objectives of the four critical aspects that bind our human capital together while enhancing their competencies and productivity.



COMMUNICATION



AGILITY



RESPONSIBILITY



ELEVATION



## Communication

To bring alignment among employees towards the broader organisational objectives by creating transparency in communication. Our initiatives under this pillar are focused towards building solid employee networks and interactions. To this end, we offer a platform where the employees can communicate with each other and the Management. This is done by several employee engagement programs such as Samwaad that is a two-way communication between employees and the management; Townhall, which is a platform to encourage interactions between associate employees; Skip Level Meetings; and Family Get-Togethers, amongst other programs. We also publish our in-house magazine, BOLT, every quarter. During FY2020, C-Live, which is our quarterly forum where the CxOs share industry updates, company scenario, future roadmap along with addressing questions from the employees through a web-telecast went live.



## Agility

Building organisation and employee capabilities by developing future leaders and enhancing analytical competences to address business-related challenges.

Our initiatives under Agility pillar are focussed on employee development and building collaboration. Key initiatives to drive Agility are:

### Training and Development

JSW Energy strongly believes in consistent development and improvement of its human capital and recognises it as a key to a successful organisation. During the year, we continued our flagship leadership development program, Future Fit Leaders (FFL). Eight of our employees were shortlisted for the FFL program at Tier I institutes such as Cornell University, IIM Bangalore, Indian School of Business Hyderabad and IIM Ahmedabad. As our effort to promote diversity in the organisation, two of our women employees were also selected for development program at IIM Bangalore under the Springboard program. Additionally, we organised multiple strategic training programs in functional, behavioural, technical, safety and Total Quality Management categories. As our business is headed towards a strong growth, we started Diploma in Solar to develop internal talent for upcoming growth opportunities in new business verticals.

### UMANG

UMANG has been an integral part of our human resource development initiatives since nine years. It provides a platform to connect our employees with each other. Under this program, we conduct team based interactive games and contests where teams are formed across cross section of hierarchy, department, gender, and age, thereby building strong bonds among the employees. This helps them in building networks and trust, sharing and instilling spelling agility in the system. During FY2020, our initiative 'Lose For the Gain' was launched with an aim to increase cross functional interaction among the diverse teams to build agility in the system. Through this, we have also promoted the importance of physical well-being by incentivising the teams to achieve the desired BMI range.



## Responsibility

Involving employees in the execution of business strategies through problem solving initiatives.

Our Leadership and Innovation practices play a pivotal role to drive this pillar. During FY2020, we have launched IGNITE, which is a digital platform for logging Ideas, Projects and Sujhaav. We launched Mission 10 Gigawatt and conducted a leadership workshop to define the company goals for the medium term. Various HR initiatives were implemented to enhance the employee engagement scores. In a planned approach, dipsticks were conducted in-line with the engagement survey scores. Based on the inputs from the dipstick, we organised 'Connect workshops' to promote collaboration at the workplace and 'Lead with Conversations' workshops for managers to nurture trust-based relationships between the managers and their subordinates.



## Elevation

Recognising the valuable contribution of our employees to further enhance their morale and encourage an ownership culture. We believe in Recognising and Rewarding (R&R) the contribution of our employees in the organisational growth and success. We see this as a significant part of our work culture. To keep them encouraged, we have devised multiple rewards and recognition programmes such as:

**Kaizen and J2-J3 Projects:** Employees participate to resolve business and operational problems through problem solving tools and techniques. The employee contribution in addressing business and operational problems is rewarded through Kaizen awards.

**Spotlight:** In FY2020, an online platform to instantly reward our colleagues and team members was implemented to promote individual contribution to the organisation in day to day working. The R&R program enables Managers and Leaders to recognise employees who rise above and beyond the call of duty. Individuals and Teams demonstrating JSW Group values and tangible drivers are appreciated.

**LAMHE:** To appreciate long and meritorious association of employees with the organisation, employees are awarded LAMHE awards.

**Best Employee of the month Award:** Across the plant locations, best employee of the month award is given to the employees based on the nominations from various departments.

**Our Progress Under CARE**

19 sessions

Organised Under Samwaad

15 employees

Selected for Diploma in Solar

18 employees

NEBOSH Trained

11 workshops

Conducted under Mission 10GW

**How far we've come**

At JSW Energy, we have recognised the importance of having a motivated and talented workforce. Therefore, through CARE, we have set forth various strategies in our business plan to build a strong and much evolved human capital that shares with us a mutual goal of organisational success.

**Process Improvement**

We have embarked on the journey to implement Total Quality Management (TQM) in the organisation and have adopted TQM approach of Daily Management in all our HR systems and processes. Employee safety is also an integral KPI for our business performance and we are working on implementing DuPont safety standards. Our HR team also plays a crucial role in building capability by facilitating training and certifications of reputed course such as NEBOSH, which is a safety certification.

**Employee Engagement**

In 2018, we conducted 'Great Place to Work' survey to achieve our purpose of emerging as one of the most preferred companies to work with. With this objective, we have introduced several interventions to enhance collaboration among the employees.

**Manpower Optimisation**

Another focus area for the next 5 years is to optimise our manpower requirements through digitalisation and automation. A central digitalisation team is formed to drive automation and expand digital footprint across all our plants.

**Reskilling and Redeployment**

To support business expansion into renewable business, we focus on reskilling and redeployment. The existing manpower is being trained and developed for upcoming solar and wind projects. We have also offered Diploma in Solar Certification to the employees who have completed the relevant training. In FY2020, we have successfully offered the certificates to one batch of 15 employees.

**Our Achievements**

Our efforts to build a solid workplace with an efficient workforce have been time and again recognised and awarded with outstanding titles.

**Golden Peacock award for HR Excellence – 2019**

JSW Energy was awarded the coveted "Golden Peacock award for HR Excellence" in power sector for the year 2019

**Award for "Organization with Innovative HR Practices" by World HRD Congress**

JSW Energy received the coveted Award by World HRD Congress (9th Edition) in the event of "Dream Companies to Work for" under the category of "Organization with Innovative HR Practices"

5.17 training mandays

Of Executive employees

146 employees

Rotated to different roles/ departments

684 Kgs

Weight lost by 1414 employees

25 sports

Done under Umang employees

## Key Performance Highlights

1,677

Total Employees

49,272

Man Hours invested in various trainings

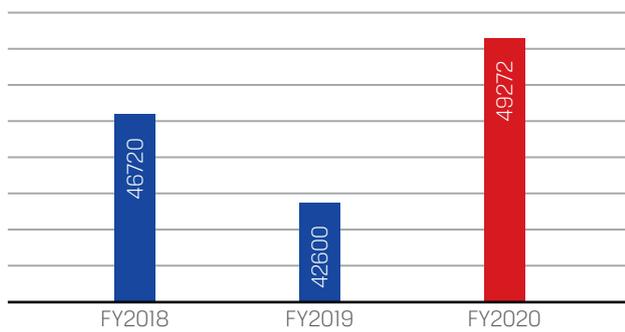
303

Unique Employee Training Conducted

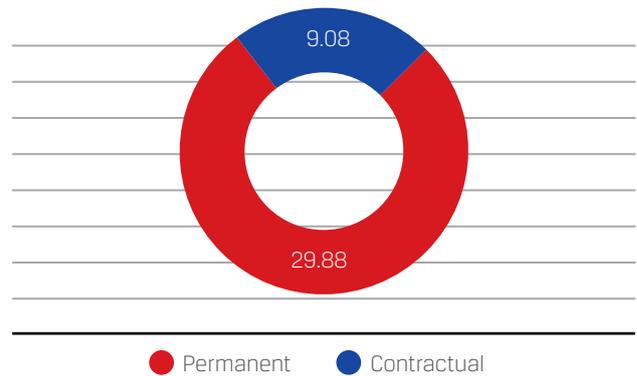
41.86%

of our Management Council represented by women FY2019: 36.5%

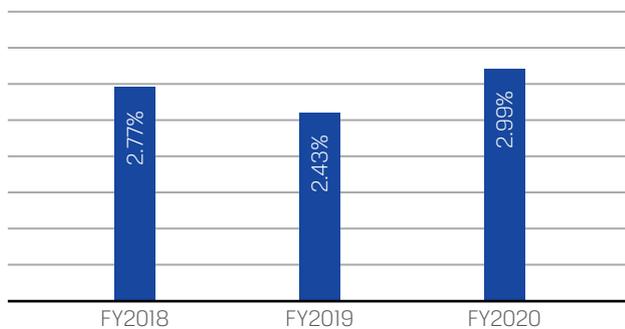
### Manhours on Training



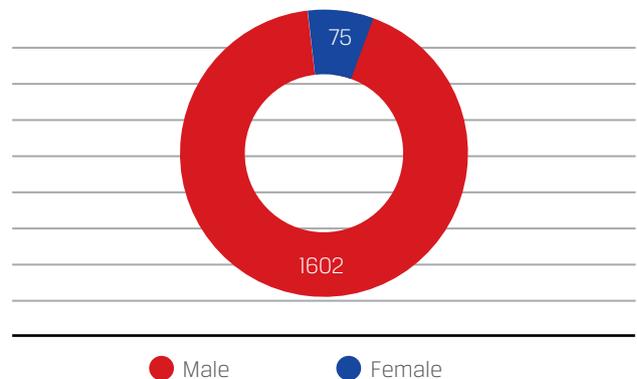
### Employee - Wise Training Hours



### Attrition Rate



### Gender Diversity



## Diversity and Inclusion

75 women employees and 06 differently-abled employees are a part of our permanent workforce.

## Engagements and Interactions

To strengthen interactions among employees, we encourage candid conversations through regular town-hall meetings and SAMVAD by senior leadership with cross-section of employees in all the locations.

## Workplace Ethics

We have designed and circulated a policy on Prevention of Sexual Harassment at Workplace (POSH), and Whistle-blower Policy, amongst others. To record and address grievances, we have formed a communication channel where employees can send their grievances.

100% of employees in managerial cadre were provided awareness on POSH in FY2020.

During FY2020, we received no complaint related to sexual harassment. We regularly monitor and ensure that all the rules and regulations related to human rights, which are applicable in our area of operations, are strictly adhered to.

Grievance Communication Channel: [energycare@jsw.in](mailto:energycare@jsw.in)

## Employee Association

At JSW Energy, the Management identifies 01 employee association, which is represented by 25% of our permanent employees.