



Human Capital

Our Human Resource is conformed with our purpose and values. Our Human Capital aims at achieving the goals of business competitiveness and business efficiency. As a key strategic priority towards sustainable growth, we are fostering a culture based on meritocracy, equal opportunity while promoting diversity and inclusion, and prioritising a culture of safety of our workforce.

Description of the Capital	This describes our employees' knowledge, skills, experience and motivation.
Management Approach	The Company focuses on developing a strong learning culture and a high-performance team to help the human capital achieve accelerated growth. It believes in building and strengthening this capital, improving communication at all levels, and delivering the best results in a full-fledged manner across the business operations and renewable project locations.
Significant Aspects	With an average tenure of 10.2 years in the Company, our people have facilitated growth and improvement in the existing business and venture into new opportunities successfully. The Human Capital helps in effective negotiation, pursuance, critical data analysis and long-term strategic planning, aiding us towards significant business growth.

Key Performance Indicators	Material Topics	Strategy Linkage
<ul style="list-style-type: none"> Manpower hiring Plant wage settlement Outbound training 	<ul style="list-style-type: none"> Hiring diverse talent Improved employee satisfaction Attrition rate of less than 5% with retention rate of 95% Improved communication and coordination within teams and HODs 	<ul style="list-style-type: none"> Hiring against strategic manpower planning Achieved 5-year wage settlement. Conducted OBT for the leadership team



Having critical conversations helps the team to build SMART KRAs based on KPI drill down approach for each of the departments and deliver on what was committed. This also helps the team members to take full ownership of their roles and the whole team becomes responsible for the project. Management focuses on building in-house human capital or getting best in class and diverse talent which helps us to pursue organic or inorganic growth opportunities in a way that is profitable and sustainable.

Key achievements attributed to our Human Capital

- SECI IX
- SECI X
- Kuther Hydro PPA with Haryana Power Purchase Center
- Group Captive - PPAs with JSW Group
- Evaluation of new business - Green Hydrogen and Energy Storage
- Plant Safety Awards

General health check-ups and Work at Height trainings conducted

Improvements in occupational Health and Safety

68,305

Safety Observations resolved

Annual Health Check up is done every year for all our employees at all our locations.



Our Performance

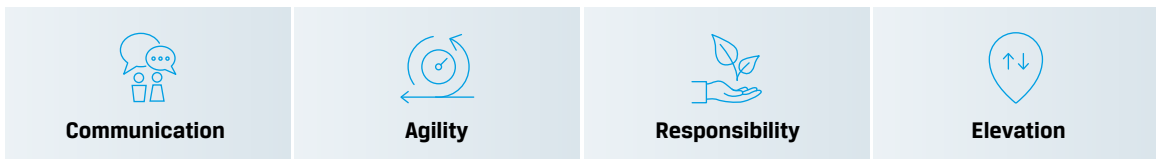
	FY2022	FY2021
Employee strength	1,603	1,578
Gender diversity	70 Women and 6 Differently abled employees	66 Women
Manhour Trainings	23,198 Hours	33,715 Hours
Employee satisfaction Ratio	74%	NA
Age diversity	Upto 25 years of Age - 40 Employees Upto 40 Years of Age - 819 Employees Upto Retirement age - 744 Employees	Upto 25 years of Age - 8 Employees Upto 40 Years of Age - 741 Employees Upto Retirement age - 829 Employees
Lost Time Injury Rate	0.10	0.11

Our Performance

- Policy on Human Rights
- Policy on Business Conduct
- Policy on Labour Practices and Employment Rights

Our Key Initiatives

The Care Model of JSW Energy



A well-communicated employee who is Agile, becomes Responsible and is Elevated

The Company developed the CARE Model to create superior employee experience. Through its four elements of Communication, Agility, Responsibility, and Elevation, the Model has helped create highly engaged employees. Major KPIs tracked were: employee coverage through communication programmes, effectiveness of these programmes and the resolution efficacy of complaints.

- 5 Townhalls organised, a platform to encourage interaction between management and associate employees
- Skip Level Meetings
- Family Get-Togethers

A. Communicated

A multi-level communication structure, encompassing multiple channels such as electronic mail, digital print media and employee mass meeting, has been created to engage with all categories of employees. A grievance redressal mechanism has been created and the organisational learning has been ploughed back through our Knowledge Management System.

Key activities

- 2 in-house quarterly BOLT magazines published
- 20 Samvaad, a two-way communication channel between employees and the management





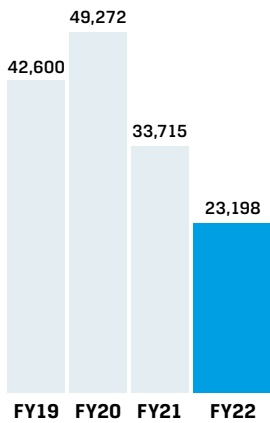
B. Agile

Through our improved capability building practices in the organisation, we fostered greater engagement. This model attempted to create analytical problem-solving facilitators and experts, created through the 3-tier analytics training programmes J1-J2-J3.

Key activities

- Skill Index improvement for Operatives and Associate employees
- Competency development for Managers
- Other training and development KPIs

Manhours Training



23,198 hours

No. of hours spent in training

114.37 hours

No. of hours spent on e-Learning platform

100 %

Employees received Performance Appraisal

5

Employees who completed Future Fit Leaders Programme

2

No. of employees who Completed 1 year course of Industrial Diploma in Occupational Health & safety

100 %

Employees are committed to Code of Conduct (CoC)



C. Responsible

We propagated engagement through improved problem-solving practices. Our focus was in cascading policies up to the last level of employees and creating continuous improvement culture through problem-solving experts. Thrust was given to spreading the Kaizen culture and institutionalising Quality Control activities on the shop-floor.

Key activities

- Launched an online portal 'IGNITE' to key in all the improvement projects.
- Launched 'SUJHAAV' for keeping a central repository of projects and maintaining process flow, while keeping key authorities in the loop

D. Elevated

We created a suitable system for evaluating and rewarding beneficial improvement via projects undertaken in the organization. Multi-level R&R system for Kaizens and Improvement Programmes J2 - J3 were instituted to engage the contributing employees.

Progress on CARE Model

We understand the importance of having a motivated and talented workforce. Through our CARE Model, we aim at addressing and achieving the key objectives of the four critical aspects that bind our human capital together. Through this, we also aim at enhancing their competencies and productivity and benefitting the organization at large.

Weathering COVID-19 challenges

836

On-roll Workforce vaccinated via drives conducted across locations

24/7

Covid support helpdesk for employees and families

274

No. of beds provided in isolation centres created across locations

550

Households and migrant workers supported by food distribution drives at Barmer

COVID-19 related initiatives

- Employee engagement and assistance initiatives were taken and medical facilities were provided
- COVID Isolation Centres were created, well equipped with oxygen cylinders, high flow oxygen concentrators and related medicines
- Doctors in the Occupational Health Centres served patients in plant locations
- Complete health check-ups, blood tests, RT-PCR and antigen tests of employees and associates were carried out at regular intervals
- Sanitisation of workplace on a regular interval was made mandatory
- To enforce zero contact and social distancing, several contactless biometric time and attendance machines, satellite offices, and remote-controlled rooms were installed
- Face masks and other PPEs were distributed to employees and associates at plant locations and corporate office
- Tied up with 'Cure Fit' to conduct mass level wellness drive promoting the advantages of exercise, yoga and eating healthy
- Employee donated 1-day's gross salary to Prime Minister's Care Fund.
- Employees and their family members contributed tremendous support by sewing and distributing hundreds of homemade face masks
- Communities around facilities were provided with medical assistance, staples and other essential dietary requirements.
- COVID- 19 support was provided through awareness, masks, PPE kits and sanitisers, conducting of ANTIGEN tests and ambulance support

Protecting our Employees

- 4,000 masks, 500 litres of Sodium hydrochloride provided to District Authorities
- 3000 Sanitizer bottles, 1000 masks & 200 testing kits provided to Police Station at Ratnagiri
- Donated 10 ventilators with accessories to Covid Centre at Jindal Sanjeevani Hospital, Vijayanagar
- Donated 70 Oxygen Concentrators and PPE kits to District Administration, Barmer and Monetary support to Rajasthan CMRF for Covid control measures
- Hospital beds and COVID Ambulance for village communities at Ratnagiri
- Disinfection Treatment Drives at regular intervals in adjoining villages
- Conducting ANTIGEN tests, CBC & CRP test in the communities at Barmer

For more on our COVID response, please read our [Chapter on People & Governance within the Sustainability](#)

[For More Details](#)

74-75





Employee Engagement

At JSW Energy, we introduced various engagement activities, wellness drives and competitions not only for the employees, but also their family members. Engagement activities like Umang facilitated employees in knowing each other better and developing a camaraderie between themselves. This enabled in getting engaged collaborating with each other during cross-functional team activities and increasing productivity. Our employee engagement efforts are aligned to our vision and mission statements, and to our overall business objectives and strategies. By leveraging our CARE model, we created adequate business commitment towards engaging our employees.



Employee Well-being

We have emerged as India's first company to provide benefits to our employees to help them achieve their goal of becoming carbon neutral by 2050. We enabled this by implementing our policy of Electric Vehicles.

We also developed initiatives around fitness and well-being. One such initiative is "Dump Your Plump", which helped increase awareness on taking a healthy intake of good. This also helped develop bonding within the team as they worked towards the same goal, and also inculcating healthy competition amongst them. The idea behind this initiative was to facilitate our employees in taking baby steps towards achieving a healthy body and a healthy lifestyle.

Talent Acquisition and Management

At JSW Energy, we are making continuous efforts in attracting talent from different groups. This helps achieve diversity at the workforce across functions. The Company's talent acquisition team ensures the best fit for the position is identified. To enhance female representation in our business operations, we have proposed a wide range of recruiting activities to reach a diverse pool of highly qualified candidates. Through our Talent Management Framework, we take efforts in identifying, building and retaining talent for our current and future business needs. Through this, we ensure consistency in talent processes across the business by leveraging our aligned efforts.




Diversity, Inclusivity and Equality

At JSW Energy we strongly believe in creating a diverse workplace which gives equal opportunities to all irrespective of gender or racial and ethnic differences. In order to build a bench of talented, diverse team members, we are aiming to cultivate gender and young talent diversity across the organization.


Recruiting talent from top colleges and universities where the students come from various different backgrounds adds up to our diversity and inclusion efforts. This helps us to include these young talent in our ambitious renewable project and in turn also help the new trainees to work along side experienced employees and learn some of the best processes and execution skills. Our geographical reach in India has ensured that we provide opportunities across all spectrum of communities.

At the workplace, equal opportunities are provided to all employees and access to the right tools/resources, training acts as a catalyst to employees' performance. We ensure that we provide support to enhance and enable them to achieve their professional and organization's goals.


Key Aspects of Talent Acquisition



Talent identification



Talent development



Talent deployment

Employee Hiring

124

Manpower hired on Roll

10

Female Hired

114

Male Hired

27

Manpower hired as Retainers

58

No. of employees offered a job (GETs and MTs)

3

Offered to Female Candidates

55

Offered to Male Candidates

Diversity & Inclusion

1603

No. of Employees

70

No. of Women Employees

6

No. of differently-abled employees

Gender Diversity

1533:70

Male:Female

22:1

Male:Female Ratio





Learning and Development

Our people management philosophy and initiatives are attuned with organisational goals of growth, agility and enhanced productivity. Our objective behind this is to become the 'Employer of Choice'. Through our people development practices, we strengthen the capabilities of our human capital with the aim of enhancing our operational efficiencies and productivity.

Safety – A Way of Life at JSW Energy

Building a Safe Work Environment

All our employees, business associates and contractors have to mandatorily comply with "10 JSW Critical Safety Rules", covering critical safety practices to achieve reduction in injuries and illnesses. This helps us improve our safety behavior within our workforce. We expect all our employees to not only anticipate the hazards, but also address and stop them if a work environment or task is deemed to be unsafe. Our Safety Observation (SO) programme is a great way to engage our workforce. Our leadership team mandatorily conducts shop floor walkthrough and identifies unsafe acts and conditions.



Safety – Our key priority

Safety is a key priority at JSW Energy. All our plants have strong and well managed safety systems. Safety training of employees and workmen is a continuous process at JSW Energy. Stringent safety standards, as established by the leading international safety frameworks set up by the British Safety Council and Dupont Safety Solutions, are implemented at all our plants. Each plant has around 7 Safety Committees dedicated to the important aspect of safety. All our plants have standardised safety systems implemented in all the processes and stringent environment management norms to ensure an accident-free workplace.

Striving for Zero Accidents

At JSW Energy, we strive for "Zero Accidents". As a part of this, internal safety systems of the contractors are reviewed and rated periodically through JSW CARES, which covers all the relevant safety systems and records the safety performance. The Company has taken up stringent environment-related KPI targets for FY2030 noted as 'Ten Commitments'. The Company also has a well-stated Occupational Health & Safety Policy issued by the Chairman of the JSW Group Safety Council. Specific safety policies like Fire Safety Policy, Driving Safety Policy and Well-being Policy also form an integral part of our commitment and intention towards safety and well-being of the employees, contractors and the associates.

Digitisation in Safety Management

The Company has a safety management software centrally managed by the IT wing of the JSW Group, which resolves and captures all the incidents and near-misses. Through the JSW Learning Academy, High Risk Safety Training modules are uploaded in the e-learning portal. These digitisation initiatives help enhance safety awareness and safety culture of the organisation.

0.10

LTIFR

68,305

Safety Observations Resolved