

Social Development - Our Pride, Our People

People - Our Strength

People are fundamental to our business. We have dedicated ourselves to reaching Net-Zero by 2050 as a part of our commitment to protect the planet. Our focus is on our long-term aspirations to groom our manpower and equip them with the desired skillsets and aptitude. The right kind of growth atmosphere would accelerate the organisation's growth, and hence open and constructive communication holds the key to our human capital development.

We are the first Indian company to have implemented a Policy of Electrical Vehicles, which would enable our employees to achieve the goal of becoming Carbon Neutral by 2050, in turn making the company further Carbon Positive.

We believe that healthy employees build happy workplaces and happy communities. We have developed initiatives around fitness and well-being, such as "Dump Your Plump". This is aimed at increasing awareness on healthy eating, sound mind and body, and helping people achieve their goals as a part of a

larger team. In FY 2021-22, JSW Energy was certified as "Great Place to Work" organisation for successfully propagating the culture of trust and inclusiveness and maintaining employee touch for achieving the growth.

The policies relevant to social development are listed below:

- Policy on Human Rights
- Policy on Labour Practices and Employment Rights
- Health and Safety Policy
- Policy on Local Considerations
- Policy on Social Development and Community Involvement
- Policy on Indigenous People and Resettlement
- Policy on Cultural Heritage
- Policy on Making Our World A Better Place

For details on each policy, visit our website:

<https://www.jsw.in/investors/energy/jsw-energy-sustainability-policies>





Our Performance Summary from FY20 to FY22

Parameter	Unit	FY22	FY21	FY20
Total Employee Strength	No.	1,603	1,578	1,677
Ratio of Women	%	4	4	4
Ratio of Men	%	96	96	96
Average Hours of Training per Employee	Hours	23.1	27.2	29.3
Age Profile <30 years	No.	62	64	91
Age Profile 30-50 years	No.	1399	1288	1356
Age Profile > 50 years	No.	142	226	230

Key Initiatives for FY22

Engaging Workforce Creatively to Drive Business - CARE MODEL

The role of the Human Resource Function is pivotal for driving business goals by partnering with employees creatively for harnessing the dual benefit of enhanced productivity and meeting organisational objectives. FY 2021-22 has been instrumental in aligning the people to the mainstream with the 'Back to Business' scenario being commonplace. The HR team has taken several efforts for the sustenance of important initiatives conducted earlier by introducing some new initiatives. CARE is one such initiative, which is instrumental in creating a world-class experience for employees across all the functional aspects in a cross-functional manner to achieve the desired business goals.

The CARE Model

The Company is always focussed on taking efforts towards aligning our vision, mission, objectives and strategies with wholesome employee engagement. Employees are highly motivated to achieve set KPIs within the defined timelines, making the business reach its goals in a disciplined manner. The CARE model exactly serves the purpose of aligning people with our business goals. The four pillars or elements on which the CARE model is based are – Communication, Agility, Responsibility and Elevation. These help the employees become adaptable, resilient and responsible towards achieving meaningful results. The model runs on the simple philosophy of "A well-communicated employee who is Agile, becomes Responsible and is Elevated".

The element of **COMMUNICATION** attempts to create a multi-level communication structure for engaging the employees in a cross-functional manner. This is done by creating a grievance redressal mechanism that aims in harnessing the learnings by implementing them through a knowledge management system for the resolution of complex business issues.

Being **AGILE** aims at capacity building of the stakeholders through improved and enhanced engagement practices.

Being **RESPONSIBLE** aims at creating an engaging environment through improved problem-solving practices in a cross-functional manner. The focus lies in cascading the policies from top to the bottom resulting in a continuous improvement in culture through healthy interactions between problem-solving experts. The thrust is always on spreading the Kaizen culture and institutionalising the QC activities on the shop floor.

Being **ELEVATED** refers to the creation of a comprehensive and fool-proof system for reward and recognition (R&R) across the organisation. To achieve the same multi-level R&R system for Kaizens and Improvement Projects were institutionalised for engaging with the achievers.

Vigilance with Resilience – COVID-19 Management and Mitigation

The pandemic has been posing unseen and unknown challenges to mankind. At JSW Energy, attention was paid not only to physical well-being, but also on mental well-being and to ensure resilient employees and communities. These efforts paid off well as the mental resilience of our employees during the uncertain times of COVID-19 exhibited a culture of courage, commitment and achievement despite non-conducive conditions. The spirit of compassion and collaboration helped all our employees sail through such difficult times. Numerous initiatives on employee engagement, employee assistance and providing medical facilities were taken, while strictly adhering to all the COVID-19 protocols.

The Company also assisted in forming Emergency Wards for employee isolation, which were well equipped with oxygen cylinders, high flow oxygen concentrators, and all the essential medication. The doctors at the Occupational Health Centres went beyond their sense of duty for treating the employees across all the plant locations. The Company also ensured timely health check-ups, blood tests, RT-PCR, and antigen tests of all the employees and associates at regular intervals. It followed a strict sanitisation protocol of the workspaces at defined time intervals, while also ensuring the protocols of social distancing, contactless workplaces and biometrics for attendance. Satellite offices and remote-control rooms were also installed within the plant premises and townships to ensure hassle-free operations.

We also ensured throughout the pandemic that our employees were sensitised regarding the use of hand sanitisers and masks, and there was sanitisation of all the office premises at frequent intervals. Regular monitoring of employees using non-contact digital thermometer guns and in-house COVID-19 testing also ensured smooth running of our business operations by bringing down the time for treatment.



We took every care to ensure that our employees maintained a work-life balance by providing them with all the infrastructure for a remote working set-up and strengthening our digital platforms. This helped in reducing the response time significantly for important issues, giving employees a sense of connectivity and belonging even during these uncertain times.

We ensured effective distribution of COVID essentials such as face masks and PPEs to all our employees and associates at all our plant locations, including the corporate office. We also ensured that the families of our employees contributed whole-heartedly to this prominent community cause during the pandemic. The families of our employees also responded overwhelmingly by sewing and distributing hundreds of homemade face masks.

To promote the overall mental and physical fitness of our employees during these tough times, we tied up with 'Cure Fit' to conduct wellness drives for promoting exercise, yoga and nutritious foods for their benefit. Each employee also contributed a minimum of one day's gross salary as a donation to the PM CARES Fund. The community around our operational sites were provided with medical aid, staples and other essential dietary supplements. The essentials included masks, PPE kits and sanitisers. We also conducted ANTIGEN tests on a need basis and had a 24/7 ambulance service for communities.

COVID essentials were distributed around the operational sites. Some significant COVID-related community contributions included:

- 836 On-roll Workforce vaccinated via drives conducted across locations
- 4,000 masks, 500 litres of Sodium hydrochloride provided to District Authorities
- 3,000 Sanitiser bottles, 1,000 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
- 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
- 24/7 COVID support helpdesk for employees and families
- 550 households and migrant workers supported by food distribution drives at Barmer
- 274 no. of beds provided in isolation centres created across locations
- 70 Oxygen Concentrators and PPE kits were donated to the district administration at Barmer, Rajasthan
- Monetary support was provided to Rajasthan CMRF for adopting COVID control measures
- Hospital beds and COVID ambulance were arranged for the village communities at Ratnagiri
- Disinfection treatment drives were conducted at regular intervals in the adjoining villages
- ANTIGEN, CBC and CRP tests were conducted in the local communities at Barmer

Protecting our Employees and Communities we operate in

All the employees received education on COVID preventive measures through circulars, posters and health training. As part of the group initiative, all the JSWEL employees, business associates and contractors were required to comply with the newly launched "10 JSW CRITICAL SAFETY RULES". These rules covered the most critical safety practices and helped in achieving a significant reduction in employee-related illnesses and workplace injuries. JSWEL expects all the levels of management and employees to not only anticipate hazards, but also address them and stop

employees if they deem a work environment or task to be unsafe. Our Safety Observation (SO) programme is a great way of engaging with the workforce. The leadership is also involved in the safety aspect by way of surprise shop floor walk-through visits to ensure best-in-class safety. The most important aspects of the safety function include regular updating and improvisation with respect to:

- Occupational health and safety training
- Safety performance

Safety – The only way to conduct Business

At JSW Energy, there are written rules and policies which every stakeholder has to abide by while continuing in the Business-as-Usual scenario. These are:

- An EHS Policy (Environment, Health & Safety)
- Strong Safety Management Systems
- Striving to provide an accident-free workplace – stringent quality, safety and environment management norms
- Adhering to safety and environmental compliances
- Encouraging the safety culture through 'Safety Observation System' for employees, managed through an online software system
- Proper implementation of safety procedures, programmes and practices through 10 Safety Committees at all operational plants

- Safety training modules for employees & workmen including e-learning modules
- Mitigation of High Risk Scenarios through the 'BHM' (Barrier Health Management) initiative
- Safety guidelines for suppliers
- Implementation of JSW CARES program for Contractor Safety Management.
- Digitisation initiatives for safety management
- Continual Improvement

The Management of JSW Energy envisions a "Zero Accident" scenario where there is a reduction in the incident frequency and severity. It also focusses on "Zero Fatality" by incorporating best-in-class safety practices and increased training hours for all the employee grades across the operations.

Occupational Health and Safety

The last year, FY2022, has been all about hard work and continuous improvements that have been done in all the operational power plants of JSW Energy. Throughout the year, all plants sustained their efforts on efficient & effective management for strengthening the safety systems and improving the safety monitoring. The outcome of this continual focus on safety are the various prestigious awards that have been won by all the plants. Few awards are mentioned below –

Barmer Plant

Awarded **Five Star grading in Occupational Health and Safety Audit** and also awarded - the **Sword of Honour by the British Safety Council** for the Year 2021. The plant has also won the coveted international **RoSPA Gold Award for excellence in Occupational Health and Safety** for CY - 2021

Ratnagiri Plant

Awarded **Five Star grading in Occupational Health and Safety Audit by the British Safety Council** in March 2022

Vijayanagar Plant

Awarded **International Safety Merit Award for FY21 by the British Safety Council** for the Year 2021

Hydro Sholtu

Won the 9th FICCI Safety System Excellence Awards – Silver Prize in Power Sector - for Karcham Wangtoo (1,091 MW) & Baspa-II (300 MW) HEP

Apart from the above laurels, the following special safety initiatives have also been taken up at our plants which are critical to the safety & wellbeing of our employees

Lone Worker Safety

which is an area recently identified as critical for people who work alone in their respective duties and the need was felt to have a systemic process for their safety

Scaffolding Inspector Certificate Training

enabling our employees to understand the construction safety of a scaffold structure before allowing people to work on it.

Safety Perception Survey

was conducted at Ratnagiri premises covering more than 90% of the employees and contractor workers. This was aimed to understand the critical safety related issues of the workforce which otherwise do not come in the limelight

Wellbeing Initiatives

All throughout the year, wellbeing and mental health initiatives like yoga session, workshop on understanding stress & its impact, no-tobacco day, family get-together, Women's Day, monthly birthday celebration & fun games, Cultural programmes on festivals, etc. have been held at all our locations



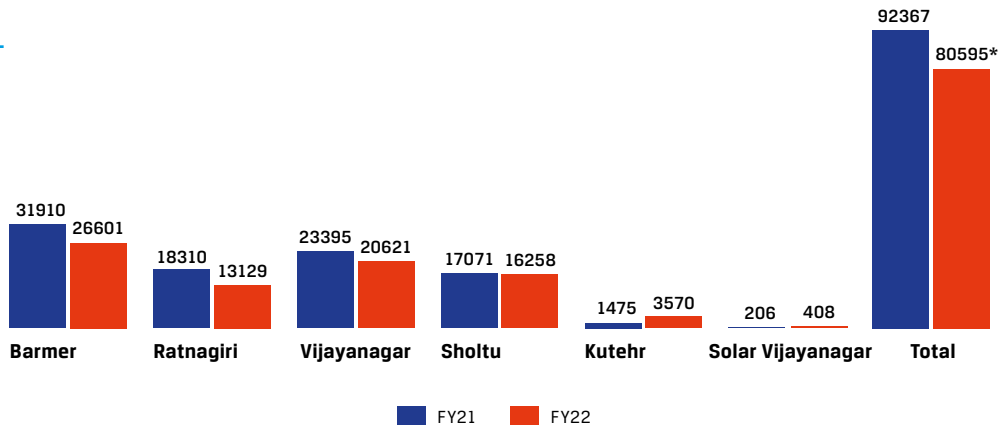


Safety Observation (SO) Progress

Safety observations are instances where there is an unsafe condition or an unsafe act is being done by a worker, which is actually observed, reported and subsequently mitigated by the concerned team/observer before any accident takes place.

Comparing the Safety Observation progress in all our major plants, we can see that in our operation plants, the SO numbers are now on a decreasing trend while in the under construction projects, the SO numbers have increased.

Safety Observation (Nos.) FY22



* Including 12,200+ safe observations

The above graphical figures indicate the comparison of the plant-wise reporting of the SO's and also the overall numbers for all the plants.

For the operational plants, the above chart indicates that with lesser unsafe conditions being reported, the plant is now safer and also the employees are

now well aware of the safety systems. For the under-construction projects (Kutehr & Solar) the increasing SO indicates that people understand the unsafe conditions and its possible consequences and thus are vigilant enough to report them for corrective action ensuring that incidents are prevented from happening.

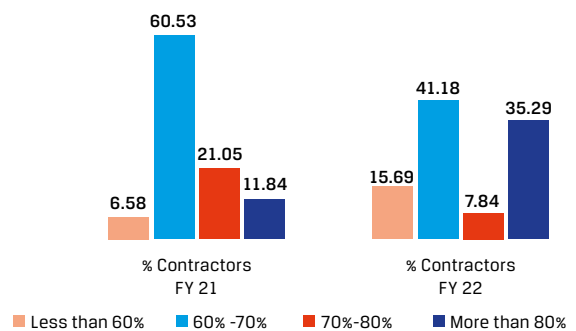
Contractor Safety Management

Focus on the contractor safety management has been one of the major reasons of improvement in the plant safety performance. Our plant CSM (Contractor Safety Management) teams at all plant locations have been working closely with the contractors to improve their own safety systems and use of quality safety equipment & PPE. The improvement of the contractors through the PQA score sheet is shown here.

The graph clearly indicates that the contractors with a PQA score of more than 80% in FY22 have grown almost 3 times as compared to FY21.

JSW Energy - All Locations

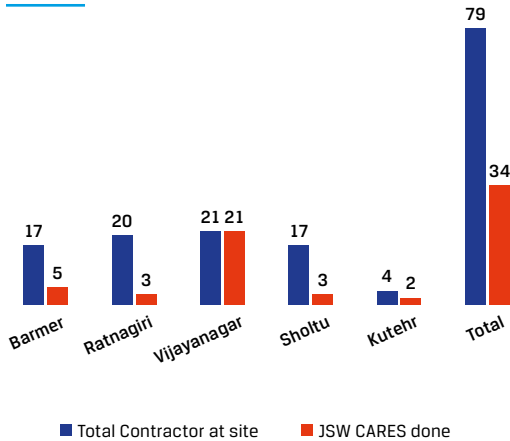
Contractor PQA Score Comparative FY21 vs FY22



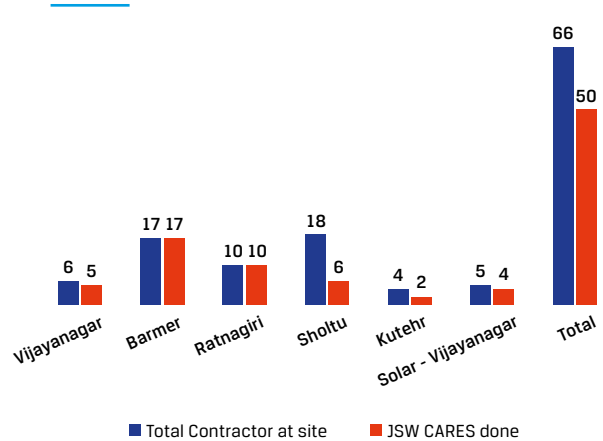
JSW CARES Program for Contractor Safety Improvement

There is a substantial shift in the JSW CARES scores for the contractor rating on a 1 to 5 star rating assessment of the contractors. About 67% of all the contractors working in JSW Energy have been covered under this contractor safety performance improvement program as compared to about 43% until the end of June 2021. The below given comparative charts provide the details on the progress of the JSW CARES program.

Implementing JSW CARES Status - June 2021



Implementing JSW CARES Status - March 2022



Barrier Health Management (BHM)

One of the most important safety systems to counter major accidents having the potential to inflict multiple fatalities in case an accident happens, is the Barrier Health Management – BHM. At present, until March 2022, all the plants have completed High Risk nos. 11-15. They have diligently worked hard with cross-functional teams to achieve this result. All the plants are now in the process of selecting the next 5 high risk scenarios through brain-storming sessions at the plant level.

The Comparative Progress of the BHM Risks nos. 11 to 15, at the 4 JSW Energy Plants is provided below.

Few High Risk BHM Projects completed by adding new Safety Barriers

- Collapse of refractory wall at cyclone separator while under maintenance/erection of scaffolding/ during dismantling or repair of refractories
- Falling of Sky climber during maintenance at Boiler furnace
- High pressure main steam line bursting at TG area
- Boiler Lift Failure
- Transformer Flashover



BHM Status – March 2022 - Risks 11 to 15

SOP & Training - Completed	July2021	February2022	March2022	February2022
New Barrier Installation - Completed	▲	▲	▲	▲
New Barrier Identification / Procurement - Completed	▲	▲	▲	▲
Bow-Tie Diagram - Completed	▲	▲	▲	▲
BHM Evaluation Sheet - Completed	January2021	May2021	July2021	June2021
	Barmer	Ratnagiri	Vijayanagar	Hydro

Activity Completed

Health & Safety Performance

Operational Plants – JSW Energy Consolidated

S. No.	Description	FY22	FY21
	Fatal	1	0
	Loss-Time Injury	0	1
	LTIFR	0.10	0.11

In FY2022, the overall LTIFR has improved to 0.10 from 0.11 in the previous FY2021, indicating a 10% improvement. However, there was an unfortunate fatality in our 1,091 MW Karcham-Wangtoo hydro plant where one person slipped and fell from a 7m high scaffolding while climbing down from an unauthorised path, as it started raining. Taking a very grim and serious note of the incident, a proper investigation through a high level committee was conducted to find out the Root Cause Analysis (RCA). Based on the recommendations of the RCA report, the following actions were taken:

A. System Improvements:

Work at Height SOP awareness training provided to employees at Dam & Power House

- a. SOP includes 'Stop Work' authorisation to Supervisor, Engineer, Line Manager, HoD in case of Unsafe Situation at site.
- b. Competency Evaluation of Contractor workmen before vendor selection.
- c. All workers to undergo approval from doctor to confirm 'medical fitness' for work at height.

B. Job-Specific Trainings

- 1. Scaffolding Inspector Certificate Training provided to 36 employees at the hydro plant through an external agency.
- 2. Refresher Emergency Response training for site supervisory staff including contractor.

C. Physical Improvements

- 3. Procured its own scaffolding material which shall be used in maintenance work not relying on the material of the contractor.
- 4. Daily Tool Box talk on safety for all workmen, especially those engaged in work at height.
- 5. Compulsory training for workers engaged in work at height at site, which includes do's and don'ts including proper access and egress from the high platform, PPE compliance.



Initiatives towards employee well being



Environment day celebration

This was celebrated in all our plant locations on 05th June, 2021 to raise global awareness to take positive environmental action to protect nature and the planet earth. On this day, a mass tree plantation drive was organised.



Tug of war

As employee well-being has a direct impact on the productivity of employees, JSW Energy Limited, Ratnagiri is committed to ensure the highest level of employees' happiness. In this direction, a Tug-of-War competition was organised on 28th August, 2021 for employees.



Umang

To promote healthy and balanced lifestyle JSWEL organised Badminton Championship-2021 for employees and township residents.



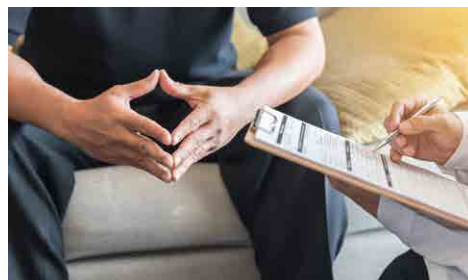
Blood donation camp

To raise awareness and help society at large, blood donation camp was organised at URJA PHC on 7th August, 2021, where JSW distributed betel nut plants and ornamental fish tank to blood donors. Total 70 members donated blood.



Yoga day

To promote healthy and balanced lifestyle, on June 21 JSW Energy celebrated the International Day of Yoga and this year it has a special significance as the world is fighting with the pandemic. With an intent to connect with all the Individuals associated with JSW Energy, Ratnagiri plant during COVID times organised a virtual yoga session arranged for Employees, their families and Associates for 45 minutes.



Inner Power Mental Health Sessions

To promote overall well-being of employees, JSW Energy conducted sessions on mental health by certified and experienced healthcare coaches.



Supply Chain Sustainability

Supply chain is an integral part of our business growth and continuity. The pandemic has brought a renewed focus on this aspect as supply chain disruption is seen as a major force for business continuity. We ensure that our suppliers are ethical and behave with integrity by abiding to our Supplier Code of Conduct (SCoC) policy. This SCoC recognises the UNGC principles on human rights, labour, environment and anti-corruption, as described in the United Nations Global Compact (UNGC) for the labour category.

We also understand that implementation of SCoC can be achieved through effective communication with the stakeholders across the value chain. To achieve this,

we work very closely with our vendor partners and constantly encourage them to integrate ESG into their work practices on a day-to-day basis.

We have an inhouse vendor and supplier registration tool which contains questionnaires to be filled by our supply chain partners, divulging the details on our existing ESG practices. We also ensure that every new supplier/distributor discloses the social and environment parameters such as licence to operate industrial H&S department, consent from the respective state pollution control boards and ISO certifications.

The key elements on which our Supplier Code of Conduct is based include:

Compliance Management

Statutory compliance, notices, taxes, assurance mechanism for quality check



Environment

Emissions, Effluents, Energy and Biodiversity



Human Rights

Protection and promotion of human rights and rights of indigenous people



Labour

Freedom of Association, Collective Bargaining, Forced Labour, Child Labour, OHS and Wages



Business Ethics

Ethical Behaviour, Anti-Corruption, Conflict of Interest, Information Security

