



Human Capital



Our goal is to optimise and maximise the economic and business value of the organisation's human capital in order to gain a competitive edge. We aim at attaining our objectives of business competitiveness through our human capital, promoting diversity, prioritising safety and fostering a culture based on meritocracy and equal opportunity.

Description

Our Capital refers to the collective skills, knowledge, expertise, and experience possessed by our employees.

Management Approach

We are developing a strong learning culture and setting up a high-performance team to achieve sustainable growth. We are building and strengthening our human capital, improving communication, and delivering the best results across our business operations and renewable project locations.

Significant Aspects

Our Human Capital facilitates effective negotiation, pursuance, critical data analysis and long-term strategic planning, aiding us towards significant business growth. With an average tenure of 7.23 years in the Company, our human capital has facilitated growth in the existing business and also supported the Company's venture into new opportunities successfully.

Key Performance Indicators	Material Topics	Strategy Linkage
Manpower Hiring	Ensuring right talent at the right role	Tailor-made blended learning journeys for employees
Digital Learning Journeys	Increasing capability building	Coaching program from Coaching Federation of India (CFI) for senior leaders and successors identified for senior critical positions
Succession Planning	Creating a leadership pipeline	
Leadership Development	Recognising high performance and continuous improvement	Job rotation for employees across businesses to give them exposure in diverse functions and roles
Job Rotation		
Reward & Recognition	Creating an inclusive and safe working environment	
Employee Wellness		

Key Performance Indicators	FY 2023	FY 2022
Total employee strength	2,310	1,603
Gender diversity	104 Women	70 Women
Average hours of training per employee	17.07 hrs	14.47
Age Diversity	96 Employees Upto 25 years of Age 1,101 Employees Upto 40 Years of Age 1,113 Employees Upto Retirement age	40 Employees Upto 25 years of Age 819 Employees Upto 40 Years of Age 744 Employees Upto Retirement age
Employee satisfaction ratio	74%	74%
Lost Time Injury Rate	0.0	0.10

Four Elements of CARE Model



At JSW Energy, we have developed "CARE Model", an HR Strategy Model to create superior employee experience. Through its four elements of Communication, Agility, Responsibility, and Elevation, the CARE Model aims to create the best experience for our internal and external stakeholders. This enables our teams to have alignment and synergy within the business at the time of launching new initiatives and also ensuring process efficiency.



1. Communication

This is a multi-level communication structure, encompassing multiple channels such as electronic mail, digital print media and employee mass meeting. This has been created to engage with all the categories of employees. Through our quarterly townhall meetings, such as Samwaad, Business Review Meetings, Candid Conversations, Skip Level Meetings, Peer Group Meetings, and Family Get-Togethers, we ensure proper information dissemination and increased transparency to all employees.

Key Activities in FY 2023

27 NO. OF SAMWAAD MEETINGS, A TWO-WAY COMMUNICATION CHANNEL BETWEEN EMPLOYEES AND THE MANAGEMENT

PUBLISHED 4 BOLT MAGAZINES, OUR IN-HOUSE E-MAGAZINE HIGHLIGHTING MILESTONES ACHIEVED BY THE BUSINESS AND EMPLOYEES

SKIP LEVEL MEETINGS, ONE-ON-ONE INTERACTIONS WITH THE BUSINESS/UNIT HEAD

FAMILY GET-TOGETHERS

BIRTHDAY CELEBRATIONS

FESTIVALS

2. Agile

Being agile is essential for us to remain competitive and succeed in today's fast-paced business environment. Through our improved capability building practices in the organisation, we fostered greater engagement. It helped us respond faster to changes, improve decision making, increase innovation and enable greater employee engagement.

Training & development

Amount Spent on Training - ₹1,02,42,378

Total Training hours - 39,439

1. Gender
 - i) Male Training hours - 37,108
 - ii) Female Training hours - 2,331
2. Management Level
 - a. Management Training hours - 26,502
 - i) Junior Management Training hours - 19,383
 - ii) Middle Management Training hours - 6,899
 - iii) Senior Management Training hours - 220
 - b. Non-Management training hours - 12,937
3. Type of Training
 - i) Behavioural Training hours - 9,189
 - ii) Functional Training hours - 11,640
 - iii) Safety Training hours - 13,554
 - iv) Technical Training hours - 5,056

Employee development programs

The various programs for skill development are Future Fit Leader, Senior Leadership Development Program, "Springboard: JSW Women Leaders Program". We had launched My Development Program focusing on the behavioural needs of the employees in which employees were trained in Critical Thinking, Presentation Skills, Change management, Problem Solving and conflict Management. We have also organized offline trainings on Leading Self, Team and Conflict Management, Critical Thinking and Problem Solving at all our plant locations.

- a) **Future Fit Leader Program:** It is a highly objective, research-based process to identify true, diverse and high-potential talent. Benchmarked against competitors, this program/ process creates targeted, on-the-job learning experiences to drive performance impact. The aim is to identify employees with long term potential and nurture them to grow into critical leadership roles in the Group. Our goal is to build a strong internal talent pool for the emerging business needs while supporting the employee career aspirations. They go through their development journey with Brown University, Cornell, Indian School of Business.

Emerging Leaders: Partnering with XLRI to build a custom designed program focused on building critical functional capabilities.

- b) **Senior Leadership Development Program:** Top Leaders for C-Suite positions go for the custom designed Development journey of 7 days at Brown University. The objective of the process is to establish a consistent, simplified, sustainable, cross-divisional approach. The program helps in developing a global, multi-disciplinary perspective on business strategy, develop capacity to articulate a vision and a holistic growth strategy.
- c. **My Development Plan (MDP):** Under MDP, we rolled out tailor Made E-learning Journeys for employees on Critical Thinking, Presentation Skills, Change Management, Problem Solving and Conflict Management. A total of 769 employees enrolled in the aforementioned courses. The average completion of all the courses stood at 65%. Due to MDP initiative, our percentage logins increased by 55% from 670 in FY 2022 to 1040 in FY 2023.

39,439
Total training hours

55%
Increase in logins on JSW Learning Academy

17.07
Average training hours per employee

3
Future Fit Leaders

9,632
Online training hours

100%
Eligible employees covered in performance appraisal

29,807
Offline training hours

90
job rotations



3. Responsible

We propagated engagement through improved problem-solving practices. Our focus was on cascading policies till the last level of employees and creating continuous improvement culture through problem solving experts. We foster a culture of innovation through problem solving practices such as Kaizen, One-point Lesson, and Poka Yoke.



Performance Appraisal

We have KRA based performance appraisal process at JSW Energy. The assessment is held once a year (year-end) while the feedback process is twice a year.

The process of performance appraisal is as follows:

- a) Performance Planning
- b) Mid-year Review
- c) Year End Assessment (Employees and Manager Reviewer)
- d) Year End Assessment (Business): Performance Calibration process
- e) Rewards Planning: Variable Pay and Annual Increment

395
Number of Poka Yoke sessions conducted

220
Number of One-point Lesson sessions conducted

467
Number of Kaizen sessions conducted

4. Elevation

At JSW Energy, we have created a suitable system for evaluating and rewarding beneficial improvement via projects undertaken in the organisation. Employees were given various awards throughout the year, which included:

IGNITE

SAFETY HERO

KAIZEN AWARDS

SPECIAL CONTRIBUTION AWARDS

LAMHE LONG SERVICE AWARDS

EMPLOYEE OF THE MONTH

Employee Hiring

819

Manpower hired / On boarded on roll

777

Male hired

42

Number of jobs offered to female candidates

42

Female hired

819

Number of employees offered a job

777

Number of jobs offered to male candidates

Diversity and Inclusion

2,310

Number of employees

104

Number of women employees

6

Number of differently abled employees

Gender Diversity

2,206 / 104

Male Vs Female

1:0.05

Male-Female Ratio

Key Initiatives in FY 2023

Talent Acquisition and Management

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. We encourage our employees to be agile and multi-skilled through Energy Shakers & Movers and Job Rotations.

Learning and Development

Our learning and development initiatives are attuned with the organisational goals. We aim to increase our overall efficiency by providing them with the knowledge and skills they need to contribute to these goals. Our aim is to become the "Employer of Choice" by creating a culture of continuous improvement, where employees are empowered to develop their skills and knowledge, leading to better performance and results for us. We continuously aim at improving the skills of our employees. We introduced the concept of My Development Plan, under which we assigned learning journeys to the employees on Critical Thinking, Problem Solving, Presentation Skills, Change Management and Conflict Management by using blended tools such as E-Learning & Workshops.

Leadership Development & Succession Planning:

We, at JSW Energy, are committed to hire, manage, develop and retain the best talent. With a responsibility to groom homegrown talent, we have developed avenues for Leadership Development via Future Fit Leader, Springboard and Talent Board to identify and groom high potential employees within the organisation.

Job Rotation

JSW Energy believes in developing its internal talent pool for leadership roles in the organisation. To achieve this, it is important for employees to have an exposure and experience in diverse functions and roles. JSW Energy is committed to create and provide such opportunities to employees at different career stages aimed at building and enhancing their domain knowledge and expertise across core and complimentary functions. Width and depth of

experience acquired over a period of time leads to creating a talent pool, which is ready to lead various aspects of the organisation's growth and operations.

Rewards & Recognition

To create a culture of performance differentiation and rewarding quality improvements, we have various Rewards & Recognition schemes at our sites. This is aimed at giving due recognition to employees who out-perform or take process improvement initiatives.

Employee Engagement

At JSW Energy, we introduced various engagement activities, wellness drives and competitions not only for the employees, but also for their family members. Engagement activities such as Umang, celebration of festivals such as Holi, Diwali, Lohri, Christmas and many others helped employees know each other better



and develop a camaraderie between themselves to collaborate with each other during cross-functional team activities.

We also launched several initiatives to encourage their hobbies like Beats & Chord, Photography, and Literary Club & Chitrakala, among others. This enabled the employees to engage and pursue their hobbies beyond work. 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

Annual Health Check-ups at all of our sites ensure our employees are fit and healthy. For physical fitness, we have introduced initiatives like UMANG and Jai Vinayak at our plant sites. Apart from this, International Yoga Day was also celebrated at most of our plant sites to highlight the importance of yoga in mental and physical well-being.

Employee Support provisions: In today's fast paced work environment, stress has become a significant concern affecting employee well-being and productivity. Keeping this in mind, we have launched "**JSW We care**"- 1to1 Help through third part counsellor where employees can get online counselling, telephonic conversation, video appointment with the counsellor. Apart from that, we also have classroom and e-learning courses on Stress management for the employees.

Diversity, Inclusivity and Equality

We believe in offering equal opportunity to all our stakeholders and partners by merit. We ensure that Prevention of Sexual Harassment Awareness is conducted at our sites to ensure that our internal and external stakeholders are in a safe working environment.

At JSW we are committed to adhere to the highest standards of ethical, moral and legal conduct of business operations. In order to maintain these standards, the Company encourages its employees with genuine concerns about suspected misconduct to come forward and express these concerns without fear of punishment or unfair treatment through the Whistle Blower Policy.

Employee Value Proposition Survey: The EVP survey was conducted to know about the strengths, weakness about the organization. The strength areas were organizational brand, job security and stability, Exciting Career opportunities, work location and enjoyable & challenging work. The enablers for the employees are organization reputation, significant contribution to organization's success, workplace safety and security, organizational reputation. The action plan will be prepared at the group level for the derailleurs found out in the survey which are flexible remote work, recognition beyond compensation, fair pay, performance based differentiation.

Commitment to No-discrimination

JSW is fully committed to employing people solely on the basis of their ability to do the job, prohibiting any discrimination based on race, colour, age, gender, sexual orientation, gender identity and expression, ethnicity, religion, disability, family status, social origin, etc.

Zero Tolerance for Sexual Harassment

JSW holds the responsibility to identify and prevent Sexual Harassment and to develop a culture of "zero tolerance" for any form of Sexual Harassment at the Workplace. The Company will respond promptly to reports of Sexual Harassment and will take appropriate steps to discipline behavior that violates this Policy and if necessary, facilitate legal action. An Internal Complaints Committee ("ICC") is constituted, in accordance with the provision of Section 4 of the Act, in every branch or office of the Company, to redress complaints of Sexual Harassment. Any woman who feels that she is being sexually harassed, directly or indirectly, may submit a Complaint of the alleged incident to any member of the ICC in writing with her signature within three (3) months of occurrence of incident, and in case of a series of incidents, within a period of three (3) months from the date of the last incident. The ICC may, after recording its reasons in writing, extend the time limit if it is satisfied with the circumstances that led to preventing the Complainant from making the Complaint within three (3) months.



We have provided the employees with the online/ offline training on Prevention of Sexual Harassment. 973 employees have completed the training on POSH through e-learning module/Webinar while 326 have been covered in the offline/classroom sessions. The training module covers the various facets of the POSH act such as what contributes to sexual harassment, who are complainant, respondent and what are their rights, ICC and what is its responsibility, punishment for sexual harassment etc. We have also covered 100% of the employees in the code of conduct training.

There have been zero incidents of discrimination and harassment in the last financial year.

Human Rights Commitment of organisation

At JSWEL, we are committed to respecting human rights across our operations including our value chain. In order to safeguard the rights of our employees, we promote human rights and operate in accordance with international frameworks. JSW Energy has a moral obligation to do all that it can to both actively involve itself in the protection and enhancement of human rights in areas that are within our direct control, and to work with others to protect each and every individual's rights and freedoms, and to promote and, if possible, trailblaze the concepts of inclusivity, diversity and equality, across our society. Whilst we have always sought to eliminate all forms of inequality

and discrimination, and have always worked within any relevant regulatory frameworks relating to human rights, we recognise that we have a moral, social, and economic need to do much more. We fully understand that every individual brings a different and unique set of perspectives and capabilities to our team and, as such, JSW is fully committed to employing people solely on the basis of their ability to do the job, prohibiting any discrimination based on race, colour, age, gender, sexual orientation, gender identity and expression, ethnicity, religion, disability, family status, social origin, etc. Training on Human Rights are a part of induction program of all employees and contractors. We are in the process of conducting a Human Rights due-diligence exercise across our operations including the value chain. Human Rights Awareness trainings along with identification of potential areas of risks, impacts and issues shall be done. Based on recommendations of the Risk assessment, organisation shall take actions for mitigation of human right risks.

Safety – Our Highest Priority

JSW Energy is focused on the safety of its employees and strives to achieve the highest and world-class standard of safety at all our power plants. Several safety systems and tools are being utilised to achieve "Zero Harm" and build a safe work environment at all the plants.

Our Safety Performance in FY 2023

ZERO FATALITIES

ZERO LOSS TIME INJURY

ZERO LTIFR*

Safety Systems at plants of JSW Energy:

1. Safety Governance Structure – with each plant having 7 Safety Committees (with 5-7 members), 3 DICs and 1 Apex Committee.
2. Safety Observation System – with employees of all locations mapped and have to mandatorily use 16 Safety Observations per month.
3. Steering Committee Meeting – which is chaired by JMD & CEO and Safety Excellence Journey Review by Corporate Safety Team.
4. Barrier Health Management – for mitigating possible fatality high risks and strengthening safety in high-risk activities.
5. Contractor Safety Management – JSW CARES for contractor safety, where contractor is evaluated on 14 criteria ranging from safety systems, implementation, risk assessment, safety of tools and equipment, and provided a rating.
6. Permit to Work, Job Safety Analysis, Hazard Identification & Risk Analysis and Log Out and Tag Out system implementation.
7. Safety induction training – for contractor workforce and for working inside the plant, apart from specific work-related training.
8. E-Learning – includes 10 high-risk e-learning modules for employees and contractor workforce through the internal digital Learning Management System (LMS).
9. Occupation Health Centre – for regular medical check-up and other medical support activities, basic medical tests, first-aid cases, minor injuries and annual medical check-ups for workforce. At Vijaynagar plant, this is complemented by Sanjeevani Hospital run by JSW Group for any other medical emergencies.

* Loss time injury frequency rate

10. Continuous improvement – is the way forward for safety by deploying better training, better monitoring, better safety awareness through Contractor Safety Management and achieving better safety by mitigating or strengthening safety of high-risk activities through Barrier Health Management initiative.

Occupational Health and Safety Training

All plants follow a structured process for mapping safety skills of employees and contractors' employees. As part of competency development program for safety, a Training Need Identification Matrix is created for each employee, with all safety trainings required for employees mapped and a Safety Training Calendar is developed with monthly training modules for specific months and additional safety trainings for the month.

Digitalisation in Safety Management

All safety observations, incidents, observation closures, safety compliances, incident investigation are logged in a software-based system "My Setu" and are managed by utilising this digital system. Additionally, the Contractor Safety Management is managed through an inhouse created software by plant teams. Employee competency mapping and training is tracked and monitored through an 'Excel' based software created at site locations. Further, CCTV cameras are installed at various strategic locations all plants. These are connected to the security team at a manned Command Centre where display of CCTV is monitored 24/7. Critical functions such as security gate complex, Fire Station, Main Control Room are also provided access to the display of cameras relevant to work areas.