

SOCIAL SUSTAINABILITY – PROGRESS STARTS WITH PEOPLE

Strategic Approach

JSW Energy believes that employees are the key force driving sustainable growth of companies. The company select talents from diverse fields to lead the paradigm shift and strive to create an environment in which employees can sufficiently demonstrate their own qualities. JSW considers people essential to the growth and success of its operations.

JSW Energy is dedicated to its employees ongoing professional and personal development, and provides trainings in various areas of health and safety, skill upgradation, soft skills, to name a few. JSW Energy believes that it is the agile workforce, vibrant work environment, the expansive skill set and technical know-how of its employees enable innovative and sustainable solutions and long-term value creation for its stakeholders.

At JSW Energy, human capital is not just a strategic differentiator but is at the core of the Company's existence. The organisation consistently strives to create an environment which supports its employees' growth and aspirations. JSW Energy leverages its robust pool of knowledge, skills, competencies, technical expertise and experience to drive shared organisational objectives and maximise value.

JSW Energy has adopted various policies to ensure the development of its human capital and the

community. Key policies for social development are as follows:

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



Permanent Employees

Age Group	FY 2023		FY 2022		FY 2021	
	Male	Female	Male	Female	Male	Female
<30	183	19	49	11	116	10
30-50	1,736	74	1,186	48	1,099	45
>50	287	11	298	11	297	11
Total	2,206	104	1,533	70	1,512	66

Other than Permanent Employees

Age Group	FY 2023	FY 2022	FY 2021
Male	2,310	2,268	2,264
Female	120	189	210
Total	2,430	2,457	2,474

New Hires - Permanent Employees

Age Group	FY 2023		FY 2022		FY 2021	
	Male	Female	Male	Female	Male	Female
<30	136	11	38	07	07	02
30-50	606	29	80	02	30	01
>50	35	2	10	00	1	00
Total	777*	42*	128	09	38	03

*468 contractual employees (442 male and 26 female) brought under payroll at hydro-sholtu in FY 2023.

Employee Turnover

Age Group	FY 2023		FY 2022		FY 2021	
	Male	Female	Male	Female	Male	Female
<30	8	4	13	03	7	01
30-50	58	4	56	01	24	02
>50	32	2	2	00	1	00
Total	98	10	71	04	32	03

Performance and Career Development Reviews

Employees	FY 2023	FY 2022	FY 2021
Male	2,206	1,533	1,512
Female	104	70	66
Total	100%	100%	100%

Learning and Development

Training Data		FY 2023	FY 2022	FY 2021
Total Number of Permanent Staff Attended	Male	1,645	1202	1184
	Female	79		
Total Number of Training Hours	Male	37,108	23,198	33,715
	Female	2,331		
Average Training Hours	Male	17.5	-	-
	Female	23.31		
Overall Average Training Hours		17.07	14.47	21.36

CARE Model

JSW Energy believes an agile and a motivated workforce helps the organisation achieve its objectives and move ahead in its sustainability agenda. With organisations returning to the business as usual scenario, the HR function has played an integral role in ensuring a smooth transition placing utmost importance on the physical and mental well-being of the employees.

An example of this is the CARE initiative, which promotes a world-class employee experience across all functional areas, leveraging cross-functional collaboration to achieve desired business outcomes demonstrating the HR team's commitment to fostering a supportive and productive work environment.

The company prioritizes aligning its vision, mission, objectives, and strategies with the active participation and engagement of its employees. As a result, the workforce is highly motivated to

meet the set Key Performance Indicators (KPIs) within defined timelines, enabling JSW Energy to achieve its business goals in a sustainable manner. The CARE Model is based on 4 key elements: Communication, Agility, Responsibility, and Elevation. The CARE model drives our employees towards becoming more adaptable, resilient, and accountable, driving meaningful results that align with our company goals. The model is centred on the belief that effective communication and agility, combined with a sense of responsibility and elevation, can help all the employees achieve greater success and contribute positively to the growth of the company.

CARE model's **COMMUNICATION** pillar establishes a comprehensive structure to engage employees across functions. A grievance redressal mechanism has been implemented to capture valuable insights through a knowledge

management system to address complex business issues and promote continuous learning. This approach fosters a collaborative culture that supports overall business objectives by leveraging multi-level communication and knowledge-sharing.

The **AGILE** pillar augments extensive stakeholder engagement through innovative and advanced mechanism.

CARE model's **RESPONSIBILITY** element aims to imbibe a problem-solving approach by the way of fostering a Kaizen culture of continuous improvement. JSW Energy institutionalizes QC activities on the shop floor to create an engaged workforce that supports its business objectives.

The **ELEVATED** pillar aims at augmenting a culture of multi-functional rewards and recognition throughout the organization.

In FY 2023, JSW Energy has undertaken new initiatives to raise the effectiveness of the CARE Model which are as below:

Communication	Agility	Responsibility	Elevation
<ul style="list-style-type: none"> Corporate Induction Quarterly Company Initiative / Industry Update through Inhouse Bolt Magazine 	<ul style="list-style-type: none"> Cross Functional collaboration testimonials – 'Energy Movers and Shakers' Launch of Energy Learning Hub - online platform for Employees to share their knowledge on sector-specific topics 	<ul style="list-style-type: none"> Launch of Focused Group Discussions to motivate employees to come-up with fresh ideas and action plans through brainstorming sessions 	<ul style="list-style-type: none"> Launch of 'My Development Plan' to cater to employees learning needs with customized online learning journeys Launch of 'Women at Energy' highlighting achievements of female employees and the value created by them Launch of 'Parivar ka Samachar' to provide recognition to family members of employees



Employee Well-being

A workplace can be happy and productive only when its employees get a sense of belonging towards the organisation. JSW Energy places extreme importance on employee wellbeing both physical and mental by running several initiatives including annual health checkup, medical insurance, accident and life covers, accessibility to medical treatment by means of onsite health centers. The Company also ensures that the employees focus on their mental well-being to be agile and productive.

JSW Energy also seeks constructive feedback from its employees on a regular basis to understand the gaps with respect to various initiatives for health and mental wellbeing. This feedback is used to bridge the gaps and devise new programmes as and when necessary.

People Management Through Digitalisation

With most of the organisations adapting to the business as usual scenario, digitalisation is becoming a huge driving force in changing the very fundamental way that the organisations operate. Digital transformation

is not limited to the C-suite anymore across geographies but is becoming an important stepping stone for enabling fast paced progress in the workplaces. JSW Energy has also embraced digital transformation across its business processes for managing people and processes as HR plays an important role for accelerating the excellence across operations.

Future of Work

JSW Energy understands the value created by its employees across the operations. Today, as the organisation looks to expand its presence, the HR team shall look to create

more upskilling opportunities for its employees across the various domains of engineering, operations, maintenance and project management to empower them to undertake challenging opportunities and develop the required skills and knowledge to work with the emerging technologies. The expansion into renewable and battery storage systems will provide employees with the opportunities to develop new skills and knowledge in emerging technologies. Diversification of JSW Energy's portfolio shall also provide employees with opportunities to work across different sectors, projects and locations offering them learning opportunities which will help them broaden their horizons and gain diverse perspectives.

Overall, the future of work at JSW Energy seeks to provide employees with various benefits, including career growth, skill development which shall ultimately lead to increased job satisfaction and employee retention.

Succession Planning

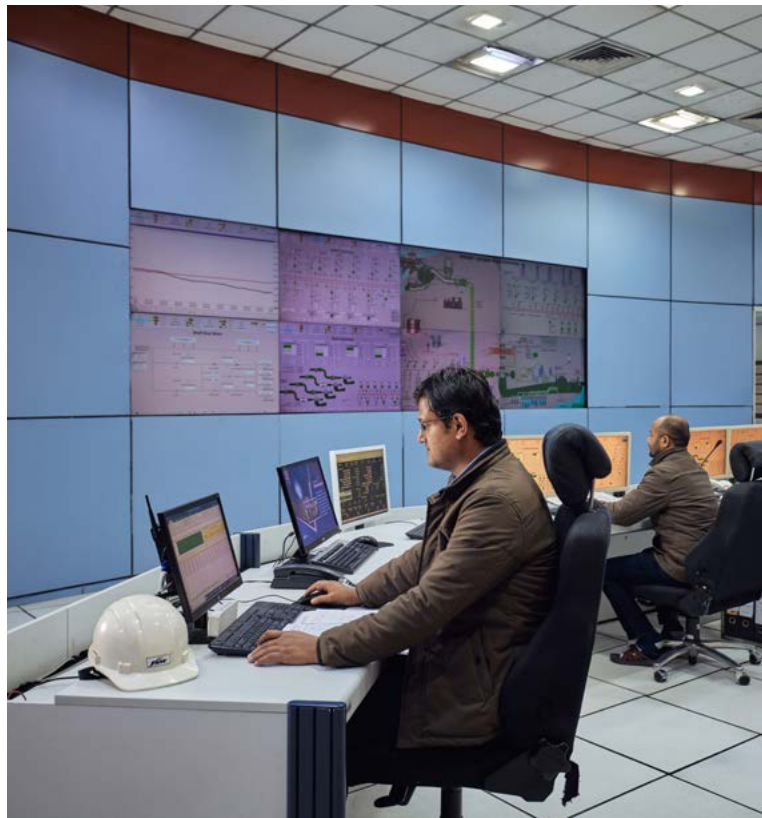
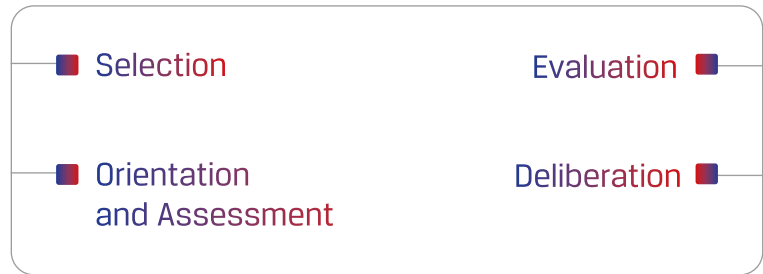
As organisations are scaling up their operations on a global scale, succession planning is seen as one of the most important planning aspects to ensure business continuity, keeping up with the changing business dynamics and better role models for boosting overall employee productivity.

JSW Energy being an aspirational organisation, believes in mobilizing its internal resources by way of skill enhancement trainings. These trainings help in fast-tracking the vertical growth of employees and have in place a rich talent pool which can work

in a multi-functional environment in challenging times to maintain a balanced business scenario. Additionally, as succession planning initiative, JSW Energy has launched 'Talent Board' for the senior leadership team which will help the organisation identify a successor for grooming and developing them into better leaders and ensuring their success in the long run.

The Company is also open-minded about hiring the right kind of people for top positions to bring out a balance between internal experienced manpower and the new leaders who bring with them freshness and innovation.

Talent Assessment Process will have 4 broad Steps:



Health and Safety



At JSW Energy, there is a proper safety governance structure in all the plant locations which includes safety committees, safety systems and safety related policies which the stakeholders must abide by. The company being ISO 45001 certified takes great measures with respect to occupational health and safety to ensure a zero-incidence scenario. Some of the important safety measures in place include:

- An EHS Policy (Environment, Health & Safety)
- Robust Safety Management Systems
- Continuous monitoring and improvisation of safety systems to ensure an accident-free workplace
- Strict adherence to safety and all relevant environmental compliances
- Inculcating a safety culture by means of an 'Safety Observation System' for all the stakeholders on an online platform
- Effective implementation of all the safety norms and programs under the guidance and supervision of safety committees established across all the operational plants (10 safety committee's)
- Continuous training on safety aspects by means of modules (both on-line and off-line)
- Anticipating high risk scenarios via Barrier Health Management initiative and taking structured measures to mitigate these high Risks as a proactive risk management approach

- Clear safety instructions for the supply chain partners
- Implementation of JSW CARES program for Contractor Safety Management.
- Use of Digital transformation for the benefit of enhanced safety management across operations
- Continual Improvement programs to make safety a daily agenda.

JSW Energy's management aims to achieve a scenario where accidents are completely eliminated, resulting in a decrease in both the frequency and severity of incidents. To achieve this goal, the company is implementing top-notch safety practices and increasing training hours for all employees at different levels of operations, with the ultimate aim of preventing fatalities.

Safety Initiatives

JSW Energy Ltd., as an organization, is very much focused on the safety of its employees and the work force associated with our organization. The organization is striving to achieve the highest and world class standard of safety across all the power plants. There are many safety systems and tools being utilized to achieve 'Zero Harm' and building a Safe Work Environment at all the plants. The Major Safety Systems being used at JSW Energy are as follows:

Safety Governance Structure

- Each Plant locations has 7 safety committees, 3 DIC's, 1 Apex Committee. Focus of Senior leadership of plant on safety is ensured as each of these teams is led by one of the HOD's. Since each of these committees has 5-7 members, the direct participation of around 50-60 employees in matters of safety is evident. All these Safety committees meet in the first

week of the month to review the previous month performance and plan for the activities of the current month.

- Regular monitoring of safety activities through **Steering Committee Meeting** Chaired by JMD & CEO, Safety Excellence Journey Review by Corporate Safety Team. In the Safety Steering committee meeting the JMD&CEO reviews the safety performance with all the Head of Plants along with Group Safety Head & Corporate Safety Head. This meeting is held in every 30 to 45 days. This meeting allows the Top management oversight on the safety activities of every plant.

Lone Worker Safety

Lone worker safety takes into consideration such critical areas where people usually work alone and hence need enhanced vigil with respect to a systematic process for absolute safety of such individuals. At all locations the lone workers are identified and specific safety process is in place duly backed up by safety devices which ensure that an alarm is raised to multiple relevant people in case of any safety concern to the Lone worker. This will enable the co-workers to provide help to the affected lone worker in the shortest possible span of time.

Safety Perception Survey

A survey was carried out at the Ratnagiri and Vijayanagar plant location, which included over 90% of the employees and contract workers. The main objective being identification of such safety issues which are critical but difficult to notice. The analysis of the Safety perception survey data is done with support of a knowledge partner. The gaps or requirements identified through

the analysis are then worked upon by the Management and the plant teams to modify systems & processes, provide adequate facilities & support to workers and plan for more welfare and wellbeing activities for employees, workers and relevant stakeholders. Such Safety Perception surveys have been carried out at Barmer and Vijayanagar sites as well and similar programs/initiatives based on the Survey analysis results are run in those locations as well.

Scaffolding Inspector Certificate Training

JSW Energy engages with its employees on safety aspects, one such initiative is awareness sessions for employees on construction safety of a scaffold before they start working over such structures. The organization makes sure that employees are aware of construction safety of a scaffold prior to allowing people to work over it.

Safety Observation System

The software system is a system in which all the employees (Grade L08 & above) of all locations are mapped and all these employees have to mandatorily log in 16 safety observations (unsafe acts & unsafe conditions) per month or 4 observations per week as per the schedule / date raised by the system. The closure of all these Safety Observation (SO) raised are completed by concerned teams after which they close the SO in the system with explanation of the work done. The data on SO helps in timely identification of the scenarios and locations where a breach leading to an incident might take place, and the same can be mitigated before the actual mishap occurs.

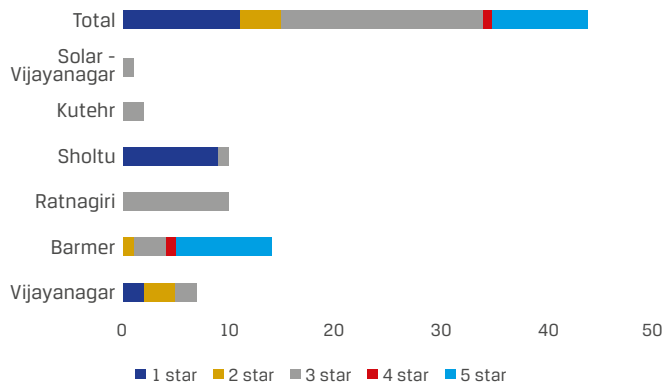
Safety Observations (Nos.)

Plant	FY 2023	FY 2022
Barmer	26,045	26,601
Ratnagiri	12,258	13,129
Vijayanagar	24,145	20,621
Sholtu	17,251	16,258
Kutehr	3,625	3,570
Solar Vijayanagar	455	408
Total	83,779	80,587

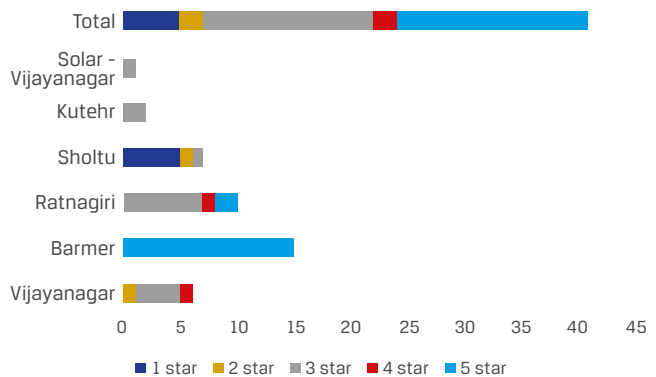
Contractor Safety Management

JSW CARES (Contractor Assessment & Rating for Excellence in Safety) program is being actively implemented at all major locations of JSW Energy. The program assesses not only the safety systems & documentation but also tracks the safety performance of the contractor. The CARES assessment is done twice a year for every contractor and the ones who reach the 5 STAR rating become preferred contractors for JSW Energy. The present status of JSW CARES program is provided below.

JSW CARES - FY 2022



JSW CARES - FY 2023



Barrier Health Management (BHM)

All the high risk processes are handled through the BHM program which has been successfully running in JSW Energy for the last 4 years. Collectively **18 New BHM programs** were started in FY 2023 in all the four major Thermal and Hydro power plants. This is a systematic tool to identify various risks in a process through collective brainstorming and further through focused discussions the risk mitigation

strategies are finalised. These strategies include improvements in process, equipment and engineering / administration control methods. The Bow-Tie methodology is used as a technical tool to **identify the improvements** in various 'causes' that might otherwise lead to an accident.

A total of 18 new BHM scenarios were taken in FY 2023 collectively by all the major power plants. 16 BHM Risks have been

completed and the balance two risks are on the verge of completion as new equipment / processes are being installed / integrated. All the new equipment / processes are generally taken through the Management of Change(MoC) process as well which allows the flow of information on the new changes to all relevant stakeholders / operational teams. The current status of the BHM Risks is provided below.

BHM Status - March 2023 - Risks 16 to 20 - Total 18 High Risks

Plant	06/22	05/22	07/22	06/22
BHM Evaluation Sheet				
Bow-Tie Diagram				
New Barrier Identified				
Bow-Tie Diagram				
BHM Evaluation Sheet				
New Barrier Installation			Target- 04/23	Target- 04/23
Date of Evaluation	03/23	03/23	03/23	03/23
Plant	Barmer	Ratnagiri	Vijayanagar	Hydro

Completed In progress

PTW, JSA, HIRA and LOTO system implementation

PTW (permit to work) is now a regular feature across all the plants and no work can be authorized without an approved PTW. JSA (Job safety Analysis) format forms a part of the PTW and no PTW is approved without a completed JSA. HIRA (Hazard Identification & Risk Analysis) – For all annual repetitive maintenance activities HIRA is completed by the concerned teams and while doing the JSA the HIRA Risks are already included for review and consideration. Other Hazards as identified are added to the HIRA

list along with the mitigation actions required to be done. LOTO (Lock out & Tag Out) – All plants have the required LOTO equipment to be used for isolation of the electrical & mechanical energy equipment & systems during the maintenance work in the plant. The LOTO is applied as the finalized SOP. Extensive training has been provided to the concerned maintenance teams. No PTW is approved without the application of LOTO where energy isolations are required.

E-Learning

JSW Energy has launched 10 High Risk modules for all employees and contract workforce. All the plant locations have access to 10 High Risk e-learning modules through our internal digital 'Learning management System' (LMS). As part of the safety KRA of each employee they have to complete these modules. The 10 High Risk modules are – PTW, Work at Height, Confined Space, LOTO, Electrical safety, Machine Guard & rotating equipment, Conveyor Belt Safety, Personal Protective Equipment (PPE), Scaffolding safety and Lifting & handling equipment safety.

OHC for regular medical check-up and other medical support activities for workforce

Each plant location has an Occupational Health Centre (OHC) with qualified Doctor and support staff. At these OHC, the first aid cases and minor injuries/ ailments are handled & recorded. The Basic medical tests & annual medical check-up of the workforce is also done at this OHC. In the plant location at Vijayanagar the OHC is complemented by Sanjeevani Hospital run by the JSW Group for any emergency case which cannot be handled by the OHC.

Health and Safety Performance

Safety Performance Indicators

FY 2023*	FY 2022	FY 2021
Fatal 0	Fatal 1	Fatal 0
Loss-Time Injury 0	Loss-Time Injury 0	Loss-Time Injury 1
LTIFR 0	LTIFR 0.10	LTIFR 0.11

* The values for FY 2023 are applicable for JSW employees and contractors

System Improvements

- Regular safety toolbox talks(TBT) are conducted for all workers, with a particular focus on those workers who work on a certain height or confined space or some other hazardous work for ensuring complete safety scenario.
- TBT is now a standard procedure before starting all jobs so that the workers can be reminded of any critical issues for the job which is about to be done.
- Job Safety Analyses (JSA) is conducted for all jobs done by the contractor and it forms a part of the Permit to Work(PTW) of the contractor. The Shift Incharge does not approve any PTW which does not have a JSA attached to it.
- Workers involved in work at height receive mandatory training on crucial aspects such as proper access and exit from high platforms, dos and don'ts, and compliance with PPE requirements.

Job- Specific Trainings

All plants of JSW Energy, have a structured process for mapping of the safety skills of both employees & contractor's employees. For the JSW Energy employees, based on the skill, a competency development program is undertaken which is also reviewed quarterly for its effectiveness. Under the competency development for safety, a Training Need Identification (TNI) matrix is made for each employee. In the TNI matrix, the safety trainings required by the employee is mapped as all the employees do not require all the specialized safety trainings. So based on the work area and work function of the employee the training need is finalized.

Subsequently, the organization has developed a safety training calendar based on training need identification done in step one. The Monthly Training Modules (Training Calendar) will be used as topics at for that specific month and can be reviewed at any given time a particular hazard risk increases on site, which prompts JSW Energy to add some additional safety trainings for the month and the calendar is updated accordingly.

Types of safety training



Process of identifying applicable training type





The company ensures to compulsorily train its employees who work at a specific height, especially those workers who work on the dam and power house projects. The working at a specific height scenario involves training around few critical elements such as:

- The SOP entails granting the authority to halt work to individuals such as the Supervisor, Engineer, Line Manager, and Head of Department in instances where hazardous conditions are observed on site.
- Workers must receive approval from a doctor to confirm their medical fitness for working at heights after they successfully clear the VERTIGO test. The test module has been constructed at the plant locations and the test is done for specific workers only who are already trained for work at height.
- Similarly employees/associates who are working in confined space are trained specifically for the same.

- A physical confined space module is available in plants on which the training is provided to the workers to familiarise them to conditions of the confined spaces.
- They are also trained on the SOP requirements for Entry & Exit from the confined spaces which also includes rescue drills.

The top leaders at all plants of JSW Energy Ltd. ensure that the competency of the employee as well as the contractors' employees are kept updated & skilled in their functional expertise. Hence a lot

of focus is laid on the competency mapping against the actual competence requirement of the employee. A gap analysis is done of each employee and the functional, behavioural and safety training requirement is mapped. Based on this gap analysis a TNI (Training Need Identification) is done and subsequently a training calendar is made to cater to these trainings for each employee. Thereafter, job-specific functional, behavioural and safety trainings are provided to all the employees as per the training calendar which is based on this requirement.

In FY 2023, the following number of employees underwent the below given trainings –

Training Type

Functional

1,018 Employees (M – 965, F- 53)

Behavioural

1,058 Employees (M- 1,005, F-53)

Technical

472 Employees (M – 443, F- 29)

Safety

1,343 Employees (M – 1,284, F- 59)

M - Male, F - Female

Physical Improvements

- The company has procured its own scaffolding materials for maintenance work, reducing dependence on contractors' materials ensuring enhanced safety and quality
- Convex mirrors are installed at all specific corners / T-junctions of the roads where it is identified as blind turn
- Reflectors are embedded in the roads at the road centre and edges where lighting is less or poor so that the drivers are aware of the road dimensions when the reflectors glow due to the vehicle lights falling on them.

Digitalisation in Safety Management

In this era of technological upscaling, digitalisation in safety management is well established in JSW Energy. All the safety observations, incidents, observation closures, safety compliances, incident investigations etc are logged in a software based system, and are managed by utilizing this digital system. This software ('mysetu') is prevalent in all operational plants of JSW Energy.

Additionally, the Contractor Safety Management is also managed through an in-house created software by the plant teams. Employee competency mapping and training needs are also tracked and monitored through

a comprehensive software created by the in-house teams at site locations. The above software comes in very handy for analysis and reporting of various parameters of safety which allows a better quality decision making and also saves precious time for decision making which leads to a better and efficient management of safety matters.

70-80 CCTV cameras have been installed across all the plants at various strategic locations which are connected to the security team at a manned Command Centre where the display of the CCTV's is monitored 24x7. Critical functions like security gate complex, Fire Station, Main Control Rooms are also provided access to the display of cameras relevant to their work areas.

