

Our People-Centric Approach Social Sustainability – Progress Starts with People

Strategic Approach

At JSW Energy, our people remain the cornerstone of our transformation journey toward a more sustainable, digital, and resilient future. We view human capital not just as a contributor to business success, but as a catalyst for innovation, inclusion, and long-term value creation.

This year, we continued to strengthen our talent ecosystem by fostering a culture of agility, ownership, and continuous learning. Our strategic approach is anchored in identifying high-potential talent, enhancing their capabilities through curated learning experiences, and aligning individual aspirations with organizational growth.

We have expanded our focus on building diverse and future-ready teams by hiring across generational and geographic boundaries and embracing different experiences and perspectives. Through structured onboarding, leadership development journeys, and capability-building programs, we are nurturing a workforce equipped to meet tomorrow's challenges.

We believe in empowering employees at every stage of their journey—through mentorship, feedback-rich environments, and clear career pathways. With our focus on health, well-being, safety, and digital skilling, we are creating a workplace that is not only high-performing but also humane and inclusive.

Our people policies are aligned with global best practices and are continuously updated to reflect evolving societal expectations and business needs. From human rights and equitable labour practices to community upliftment and cultural inclusion, we uphold our responsibility to act as a socially conscious employer.





Ratnagiri Plant

■ Key Performance Indicator

- 43% increase in female workforce.
- 40.5% increase in training manhours.
 - GPTW Certified organization for consecutive three years (2022, 2023, 2024)
 - "Top 25 Best places to work for in Manufacturing" for two consecutive years (2023, 2024)
 - Our High Trust Index score of 82 reflects the strong sense of trust, satisfaction, and camaraderie our employees share with the organization

■ Policies & Codes

To support the growth and overall welfare of our employees and the wider community, we have implemented a comprehensive set of policies. This underscores our ongoing commitment to our people and their vital role in shaping a better future.:

- Human Rights Policy
- Enhancing Equality, Diversity and Inclusivity Policy
- Labour Practices and Employment Rights Policy
- Health and Safety Policy
- Local Considerations Policy
- Social Development and Community Involvement Policy
- Indigenous Peoples and Resettlement Policy
- Cultural Heritage Policy
- Policy on Making Our World a Better Place

Key Highlights – FY 2024-25

- 40% increase in overall training hours delivered
- 100% of employees underwent performance and career development discussions
- New initiatives launched: Annual Talent Review, Energy Leaders for Tomorrow Program for High Potentials, Digital Induction for new joinee, Leadership Connects, E- Learning Marathons for gamified learning and Talent Konnect for high performance and Leadership Townhall PAN India
- JSW Leadership Strategy Meet & Functional Strategy Meet ensured collaboration and alignment towards our vision and synchronised execution across the organisation.

At JSW Energy, we are not just powering the future—we are building it with people at the heart of everything we do.

Future of Work

At JSW Energy, the Future of Work is not a distant concept—it is a transformation we are actively shaping every day. As we accelerate our transition towards a diversified and sustainable energy portfolio, our focus remains on equipping our workforce with the capabilities, mindset, and tools to lead in a dynamic and digital-first environment.

Our people continue to play a pivotal role in enabling operational excellence and innovation across thermal, renewable, battery storage, and green hydrogen verticals. Recognizing this, our HR strategy for the future is centred around continuous capability building, purposeful careers, agile ways of working, and a values-driven culture.

Empowering Our Workforce for Tomorrow

Digital & Technological Fluency

We are embedding digital literacy and technological readiness across all levels of the organization. Employees are being upskilled in next-generation technologies—from AI-powered diagnostics to predictive maintenance systems and renewable asset management platforms. Our goal is to create a future-ready workforce, capable of thriving alongside automation and data-driven decision-making.

Gender Pay Indicator:

Median remuneration / wages:

	Male		Female	
	Number	Median remuneration/ salary/ wages of respective category	Number	Median remuneration/ salary/ wages of respective category
Board of Directors (BoD)	10	37,65,000	1	36,10,000
Key managerial personnel	-	-	1	1,37,47,024
Employees other than BoD and KMP	2949	9,10,008	176	8,00,004
Workers	-	-	-	-

Gross wages paid to females as % of total wages paid by the entity, in the following format:

	Current Financial Year	Previous Financial Year
Gross wages paid to females as % of total wages	4.89%	4.11%

Future of Work at JSW Energy

Personalized Career Growth

We are creating customized career pathways supported by performance reviews, mentorship, and talent assessments. Whether through lateral movements, leadership pipelines, or high-potential programs, employees are empowered to pursue purposeful and fulfilling career journeys.

Enhanced Engagement & Ownership

Our investments in employee well-being, open feedback platforms and collaborative initiatives like Talent Connect, Strategy Workshop, JSW Synergy Summit and Leader Assimilation Workshops foster a culture of trust, empowerment, and co-creation. We believe engaged employees drive better outcomes and shape a more resilient organization.

Strengthening Employee Retention

At JSW Energy, we view employee retention as a strategic priority. Through meaningful career opportunities, a positive work culture, recognition programs, and continuous development, we ensure that our employees feel valued, supported, and inspired to grow with us. This commitment has translated into a stable and motivated workforce, deeply aligned with our long-term vision.

Workplace of the Future

Hybrid induction models, digital engagement calendars, and intelligent learning platforms are redefining how we connect, collaborate, and learn. With a strong emphasis on inclusivity, flexibility, and digital enablement, we are reimagining workspaces to be more adaptive and human-centered.

Our Vision for the Future

At JSW Energy, we envision a workplace where people are not just prepared for the future, they are shaping it. A place where innovation is fueled by capability, where challenges are met with courage, and where careers are built with care.

The Future of Work at JSW Energy is built on agility, aspiration, and authenticity—empowering our people to grow with us and lead the energy transition for India and the world.

About People

At JSW Energy, our people are our greatest strength. They are the driving force behind our innovation, resilience, and growth. We are committed to fostering a culture that encourages learning, collaboration, and empowerment at every level. By investing in capability building, embracing diversity, and promoting well-being, we aim to create an environment where every employee can thrive, contribute meaningfully, and grow with the organization. Our people-first approach is central to delivering long-term value and powering a sustainable future.

Employee Health and Well-Being

At JSW Energy, the health and well-being of our employees remain a top priority. In addition to regular wellness initiatives, we have implemented JSW We Care Employee Assistance Program, a confidential one on one counselling and support platform designed to address mental health concerns with empathy and care.

This platform allows employees to safely raise personal or professional concerns and receive individualized support from certified experts. To ensure psychological safety and encourage open communication, all interactions on the platform are kept strictly anonymous and confidential.

By offering accessible mental health resources and creating a culture of support, we aim to promote emotional resilience, reduce stigma, and strengthen the overall well-being of our workforce.

Digitization in People Management

At JSW Energy, digitization is a key enabler in reimagining how we manage, engage, and develop our people. We are integrating smart technologies across the employee lifecycle to create a seamless, personalized, and data-driven people experience.

From onboarding to performance management, learning, engagement, and feedback—our HR processes are being transformed through intelligent platforms that enhance efficiency, transparency, and impact.

Permanent Employees

Age Group	FY 25		FY 24		FY 23	
	Male	Female	Male	Female	Male	Female
<30	393	74	231	32	183	19
30-50	2102	85	1802	80	1736	74
>50	457	18	343	12	287	11
Total	2952	177	2376	124	2206	104

Our Digital Induction Model, with leadership video messages and hybrid onboarding tools, ensures every new joiner experiences a smooth and immersive integration. Additionally, our MyLearning Academy platform is driving a self-paced, gamified learning culture across locations, making continuous development accessible to all.

We are also leveraging people analytics to make informed talent decisions, identify skill gaps, predict attrition risks, and align workforce planning with business strategy. These insights are helping us enhance talent retention, optimize performance, and build stronger leadership pipelines.

By embedding digital thinking into people practices, we are building an agile, connected, and future-ready workforce—capable of accelerating JSW Energy's journey toward innovation and excellence.

Succession Planning

At JSW Energy, succession planning is a critical enabler of business continuity, leadership stability, and future-readiness. As we expand into new geographies and energy domains, our ability to develop the right leaders—at the right time and in the right roles—has become central to our transformation journey.

We adopt a holistic approach to succession, focusing on identifying, assessing, and preparing talent with the potential to take on key leadership positions. By nurturing internal talent while remaining open to fresh leadership perspectives, we are building a robust and agile leadership pipeline that will steer JSW Energy into the future.

Defining What Success Looks Like

This year, we launched the Success Behaviours Workshop, a landmark initiative aimed at clearly identifying the 10 core behavioural competencies that define leadership excellence at JSW Energy. These behaviours ranging from strategic thinking and ownership to collaboration, agility, and execution focus serve as our new compass for identifying and developing high-potential talent.

Succession planning for employees in critical and business-impacting roles was done to ensure short term & long-term readiness of internal talent to take leadership roles. The outcome enabled us to map successors based on behavioural readiness and technical proficiency, offering greater clarity in building a future-proof succession pipeline.

To target Senior & middle management succession pipeline, initiatives such as Annual Talent Review (ATR) Energy Leaders for Tomorrow (ELFT), Future Fit Leaders (FFL), Springboard for women, Emerging Leaders Program, Young Leaders Program, GET development program ensured high potential talent identification through structured assessments aligned with our business evolution.

Strengthening Internal Capability

Competency-Driven Development

Post-assessment, personalized development plans have been initiated to close identified gaps and build role readiness. This ensures that our future leaders are not only technically sound but also culturally aligned and behaviourally equipped to lead the organization with purpose and resilience.

Accelerated Growth Pathways

Through vertical growth interventions, role rotations, mentorship, and high-impact projects, Tailored Individual Development Plans we are accelerating readiness among identified successors. This structured approach ensures we mobilize internal talent effectively and nurture it for future leadership.

Balancing Internal Strength with External Freshness

While we remain deeply invested in grooming internal talent, we actively welcome diverse talent from other business/domains who bring differentiated thinking, new capabilities, and innovation. This strategic blend of continuity and change ensures that our leadership remains dynamic, future-ready, and capable of driving JSW Energy's ambitious growth agenda.

At JSW Energy, succession planning is no longer just a process—it is a culture of forward-looking leadership built on clarity, competency, and care. By embedding success behaviours at the core of our talent decisions, we are not only building a strong pipeline of leaders but also shaping a high-performance, values-driven organization ready to lead India's energy future.

Talent Attraction & Retention :

At JSW Energy, we focus on attracting and retaining top talent by offering meaningful careers, a purpose-driven culture, and continuous development opportunities. Through inclusive practices, structured learning, and strong employee engagement, we create an environment where people feel valued, empowered, and inspired to grow with us.

Hiring Strategy

New Hires - Permanent Employees

Age Group	FY 25		FY 24		FY 23	
	Male	Female	Male	Female	Male	Female
<30	270	57	104	21	136	11
30-50	538	15	195	6	606	29
>50	24	0	18	0	35	2
Total	832	72	317	27	777	42

Employee Turnover

Age Group	FY 25		FY 24		FY 23	
	Male	Female	Male	Female	Male	Female
<30	55	9	30	6	8	4
30-50	161	12	90	3	58	4
>50	53	0	33	0	32	2
Total	269	21	153	9	98	10

Strategic Workforce Planning

At JSW Energy, strategic resource planning is key to aligning our workforce capabilities with long-term business goals. We proactively assess future talent needs, optimise resource allocation, and build agile teams to support sustainable growth. This approach ensures we have the right people, in the right roles, at the right time.

Training Data		FY 25	FY 24	FY 23
Total Number of Permanent Staff Attended	Male	2,901	2,376	1,645
	Female	177	124	79
Total Number of Training Hours	Male	81,649	49,000	37,108
	Female	8,037	4,092	2,331
Average Training Hours	Male	28.14	20.62	17.5
	Female	45.40	33	23.31

Employee Wellbeing

Employee Well-being: A Foundation for Performance and Purpose

At JSW Energy, we recognise that the strength of our organisation lies in fostering an inclusive environment where employees feel supported and valued. We prioritise the well-being of our people, recognising that both physical and mental health are critical to individual effectiveness

and long-term organisational success."

Comprehensive Health and Wellness Framework

To support our workforce, we offer comprehensive health and wellness initiatives covering all key aspects of well-being.

Health Check-ups and Insurance

We provide annual health check-ups, comprehensive medical insurance, and accident and life

coverage to ensure security and peace of mind for our employees and their families.

Onsite Medical Support

We maintain fully equipped health centres at our facilities, providing immediate and accessible medical attention as needed.

Focus on Mental Wellness

Understanding the growing significance of mental health, we have introduced multiple initiatives aimed at reducing stress, promoting resilience, and helping employees maintain a balanced and positive outlook.

Listening, Adapting, Evolving

We recognise that our employees' needs are constantly evolving, and our approach must adapt accordingly. Through regular feedback channels, we actively engage with our people to assess the effectiveness of our health and wellness programmes. These insights help us refine and enhance our initiatives to ensure they stay relevant, impactful, and aligned with employee expectations.

Nurturing Belonging and Inclusion

Belonging and inclusion are integral to our culture and business strategy. By embedding inclusive practices across the organization, we foster a supportive environment that enhances employee engagement, drives collaboration, and strengthens long-term performance. A culture rooted in care and connection enables us to unlock the full potential of our people and deliver sustainable growth

People Support & Well-being Programs – Empowering a Sustainable Workforce

At JSW Energy, we prioritise holistic employee well-being and capability development as core pillars of a sustainable workforce. Our wellness initiatives encompass structured yoga sessions, guided meditation, and mental health workshops focused on stress management and emotional resilience. These are complemented by professional development programmes averaging 3.62 man-days of training per employee, alongside structured mentorship through Buddy Programs and transparent communication platforms, including town halls and feedback forums.

We further reinforce a culture of inclusion and recognition through diversity training, women-led initiatives such as "Power Girls," and performance-based rewards including the Ignite and LAMHE Awards. Regular feedback cycles and recognition platforms ensure continuous engagement, growth, and alignment with organisational values—reflecting our commitment to social equity, employee empowerment, and long-term talent sustainability.

Health Care at JSW Energy (Barmer) Ltd.

At JSW Energy (Barmer) Ltd., we organized a Free Health Check-Up Camp focused on the well-being of our female employees, associates, and staff parents, benefiting over 450 individuals through comprehensive screenings and health awareness sessions. Supported by internal volunteers and medical professionals, the initiative reinforced our commitment to employee welfare and building a healthier, more resilient workforce.



Sports Promotion, JSW Energy, Utkal

Creche Facility at JSW Energy (Barmer) Ltd. Enhancing Well-being of Women Employees

At JSW Energy (Barmer) Ltd., we have established a fully-equipped crèche facility to support our women employees, enabling them to balance work and family with confidence. This initiative underscores our commitment to an inclusive, gender-equitable workplace and employee well-being.

Advancing Physical Well-being Through Modern Indoor and Outdoor Gym Facilities

At JSW Energy (Barmer) Ltd., we promote a culture of health and well-being through state-of-the-art indoor and outdoor gym facilities for employees and their families. Designed to encourage active lifestyles, these spaces support holistic wellness and contribute to a healthier, more engaged workforce.

Fully Furnished Housing Offered to Female GETs

At JSW Energy (Barmer) Ltd., we provide fully furnished housing with essential amenities, nutritious meals, and 24x7 utilities for our female GETs, ensuring comfort and safety. Through maternity benefits, childcare support, and counselling under the "JSW We Care" programme, we foster an inclusive, supportive, and empowering workplace.

JSW Energy (Barmer) Ltd. Hosted Thrilling Multi-Sports Event

JSW Energy (Barmer) Ltd. hosted a dynamic multi-sport event featuring cricket, volleyball, basketball, dose ball, and athletics, fostering teamwork and employee engagement across the organization. Recognized by HOP Mr. Vijay Chintala, the event promoted fitness, well-being, and strengthened interdepartmental collaboration.

Digitally Empowered Workforce Management

As businesses return to steady-state operations, digital transformation in human capital management has evolved from a strategic initiative to a core driver of efficiency and innovation.

At JSW Energy, we are leading this shift by integrating advanced digital technologies across our HR systems—streamlining processes, enhancing employee experience, and enabling data-driven performance management.

Through these initiatives, we are building a more agile, responsive, and future-ready organisation—empowering our people to grow and succeed in a dynamic business environment.

Digital Transformation at JSW Energy

At JSW Energy, digital transformation is not confined to isolated functions; it is a holistic strategy embedded across the fabric of our organisation. From people management to operational processes, we are reimagining our ways of working by embracing advanced digital solutions that drive efficiency, agility, and innovation.

Seamless Integration Across the Business

We take a comprehensive approach to digitalisation, ensuring that every aspect of our operations benefits from cutting-edge tools and systems. This enables smoother workflows, more informed decision-making, and a more responsive business environment. Across all levels of the organisation, digital innovation is driving greater efficiency and transforming the way we deliver value.

HR as a Strategic Enabler

Our Human Resources function plays a pivotal role in this digital evolution. By adopting intelligent platforms and automation tools, the HR team is enhancing employee engagement, streamlining workforce management, and enabling better performance outcomes. These advancements are instrumental in building a more agile, empowered, and future-ready workforce.

Driving Operational Excellence

Through digitalisation, we continue to optimise our core operations—enhancing speed, accuracy, and resource utilisation. This not only improves existing processes but also positions us to unlock new

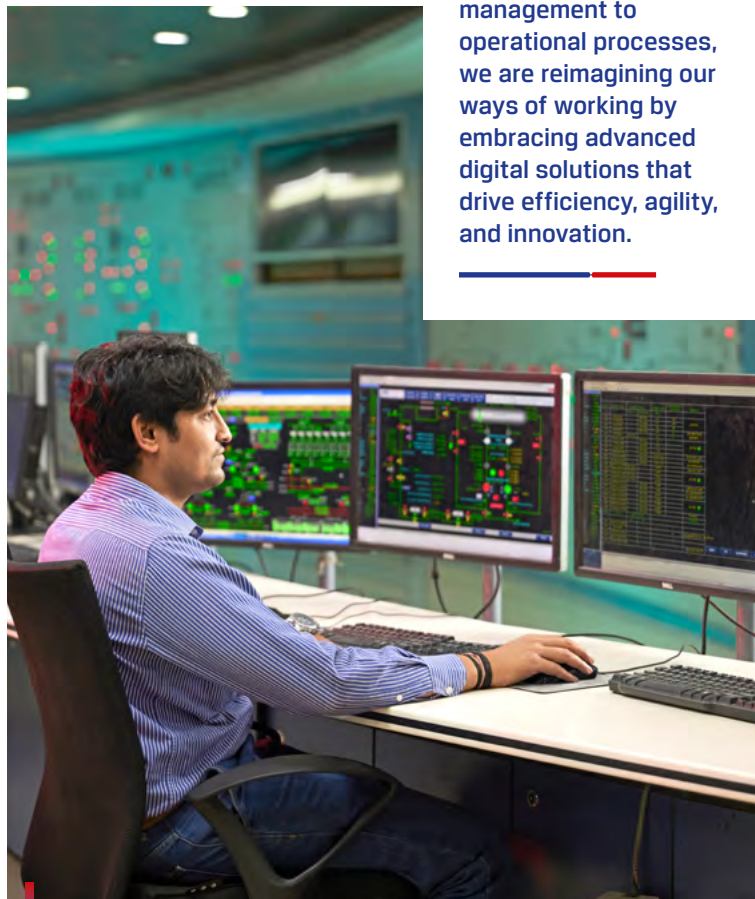
opportunities for innovation and competitive advantage.

JSW Energy's commitment to digital transformation goes beyond adapting to change; it's about setting new benchmarks for operational excellence and redefining people management in the energy sector.

Preparing for the Future of Work

Our people are at the centre of everything we do. As we scale our operations and expand into new domains, particularly in renewable energy and battery storage, we remain focused on equipping our workforce with the right skills and experiences to succeed in an evolving landscape.

From people management to operational processes, we are reimagining our ways of working by embracing advanced digital solutions that drive efficiency, agility, and innovation.



Digital System Enhancement, Vijayanagar

Investing in Skills for Tomorrow

Technology-Driven Upskilling

We are creating structured opportunities for employees to upskill in key areas such as engineering, operations, maintenance, and project management ensuring readiness for emerging roles in a tech-forward environment.

Innovation in Learning

New technologies in renewable power and storage offer new pathways for our workforce to learn, grow, and adapt. We encourage continuous learning and exploration of advanced systems as we transition to a more sustainable energy mix.

Creating Diverse and Enriching Opportunities

As our business diversifies, employees gain exposure to diverse roles, projects, and geographies, broadening perspectives, enhancing skills, and strengthening professional growth, resulting in a more resilient workforce.

Building Long-Term Career Pathways

Career Growth and Progression

We are committed to offering relevant career development opportunities, enabling our people to realise their aspirations.

Employee Satisfaction and Retention:

By fostering a culture of learning, providing diverse opportunities, and investing in our people's growth, we enhance job satisfaction and promote long-term retention.

JSW Energy's vision for the future of work is one where employees are continuously supported, challenged, and empowered to succeed in a rapidly changing industry.

Developing Internal Talent and Leadership

At JSW Energy, we are deeply committed to nurturing the capabilities of our people, recognising that internal talent is a powerful driver of sustainable growth and resilience. Our approach to skill development is designed not just to enhance individual capabilities but also to strengthen the organisation from within.

Building Capabilities from Within

We focus on unlocking the potential of our internal talent through comprehensive skill enhancement programmes. These are tailored to accelerate vertical mobility, enabling employees to take on expanded roles and responsibilities. By fostering multi-skilled, adaptable teams, we are better equipped to respond to evolving business needs and navigate challenging environments with confidence.

As part of our talent assessment process, we implemented 360-degree feedback to gather insights from peers, managers, heads of departments, team members, and both internal and external stakeholders. This comprehensive approach provided employees with a well-rounded understanding of their interpersonal dynamics and highlighted areas for growth. The feedback received serves as a foundation for developing leadership capabilities and

preparing individuals for future leadership roles.

Maintaining Operational Balance

Equipping employees with a broader skill set enhances organisational agility, enabling us to maintain stable operations amid change. This approach fosters a resilient and adaptable workforce, strengthening our ability to navigate evolving business environments.

Preparing for the Future with Strategic Succession Planning

Structured Leadership Pipeline

To future-proof our leadership, we have introduced a structured succession planning framework through the establishment of our 'Talent Board'. This initiative is geared towards identifying and preparing high-potential employees for senior roles, safeguarding the continuity and stability of our leadership.

Leadership Development Focus

Through tailored development programmes, we cultivate leadership potential by equipping our people with the strategic vision, capabilities, and confidence needed to drive the organisation's continued growth and success.

Embracing New Talent and Fresh Thinking

Balanced Approach to Hiring

While we prioritise developing our internal talent, we also recognise the value of external perspectives. Our hiring philosophy remains open and inclusive, welcoming individuals who bring in fresh thinking, new capabilities, and innovative approaches to complement our existing strengths.



Driving Innovation and Agility

At JSW Energy, we cultivate a balanced leadership ecosystem by combining the experience of internal talent with the fresh perspectives of new entrants. This healthy mix fosters a culture of innovation, drives continuous improvement, and ensures agility in a dynamic business environment. Our strategic investment in people—both from within and outside the organisation—strengthens leadership continuity and sustains our competitive edge in an ever-evolving global landscape.

Human Rights

At JSW Energy, we are committed to upholding and advancing human rights across all aspects of our operations. While we have consistently worked to prevent discrimination and ensure compliance with relevant regulations, we recognise the need for more proactive and structured efforts.

Upholding Human Rights

At JSW Energy, we recognise that sustainability extends beyond environmental stewardship to encompass the fair and ethical treatment of people. We are committed to upholding human rights by fostering a workplace built on dignity, equality, and respect.

Our policies strictly prohibit discrimination, child labour, and forced labour, and ensure compliance with legal wage standards, safe working conditions, and accessible grievance redressal. Initiatives such as monthly open forums, biannual medical check-ups, structured rewards and recognition, and essential facilities—including canteens, clean drinking water, rest areas, and sanitation—underscore this commitment.

We also invest in training and awareness programmes to promote diversity and inclusivity. Recently, we conducted human rights awareness sessions for employees and associate workmen, delivered by internal teams and external Knowledge Partner. Through ongoing engagement and transparent communication, we are committed to fostering a workplace where human rights are not only protected but deeply integrated into our organisational culture.

Discrimination & Harassment

JSW Energy is committed to a workplace free from discrimination and harassment. We enforce a zero-tolerance policy and have strong grievance redressal systems, including active Internal Complaints Committees under the PoSH Act. Regular sensitisation and training sessions promote

awareness, respectful conduct, and inclusion, reinforcing our commitment to human rights and a safe, equitable work environment.

In FY 2025, there were no cases of discrimination and sexual harassment reported.

Zero

complaints were filed on POSH

Freedom of Association & Collective Bargaining

At JSW Energy, we respect and uphold the right to freedom of association and collective bargaining as a fundamental aspect of our commitment to human rights. Employees are free to form or join associations and engage in collective dialogue through legally recognised platforms. We maintain open communication channels with employee representatives and trade unions, ensuring that concerns are heard and addressed transparently.

887

of employees are a part of associations or unions

Human Rights Due Diligence Process

The Human Rights due diligence process at JSW Energy encompassed a broad range of stakeholders, including

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2
3

senior leadership, employees, associate /contract workers, nearby communities, indigenous communities, and families residing in proximity to our plant locations. The scope of this assessment included evaluation of our policy commitments, identification of potential human rights risks, implementation of preventive and mitigative measures, ongoing tracking and monitoring of mitigation efforts, as well as structured reporting, communication, and grievance redressal mechanisms.

Human Rights Assessment

From FY 2024 to 2025, JSW Energy conducted Human Rights Impact Assessments (HRIA) across all major power plants, including thermal units at Vijayanagar, Ratnagiri, Barmer, Nandyal and Salboni and also at hydro operations at Karcham Wangtoo and BASPA II in Sholtu. This initiative reinforces our commitment to ethical business practices and responsible operations. The methodology is aligned with guidance provided by United Nations Development Programme (UNDP).

The assessments aligned with international frameworks such as the Universal Declaration of Human Rights (UDHR), Universal Declaration of Human Rights (ILO) Conventions, Organization for Economic Co-operation and Development (OECD) Guidelines, and UN Guiding Principles on Business and Human Rights, along with India's NGRBC. A structured, multi-step methodology was followed, assessing 21 key indicators across labour practices, community relations, and operational governance using both qualitative and quantitative tools.

Key risks and areas for improvement were identified particularly around community engagement and associate workforce perception. Insights from

stakeholder consultations helped shape actionable recommendations for both immediate and strategic implementation.

As the final report is being prepared by our knowledge partner, early findings reaffirm the need to strengthen trust with local communities and ensure consistent human rights integration across all operations. This effort is central to our broader vision of sustainable growth, risk mitigation, and long-term stakeholder value.

There were zero cases of child labour, forced labour, compulsory labour reported in the current financial year

Training sessions on human rights were delivered to employees, contract workers, and security personnel at the Vijayanagar and Hydro-Sholtu sites in the FY 2023-24 & at Ratangiri, Barmer, Nandyal & Salboni in the FY 2024-25. Interactive one to one meetings were also held with local communities as part of the human rights risk assessment process. Similar initiatives are planned for all remaining JSW Energy locations.

100% Security Personnel were trained on Human Rights at Ratnagiri, Barmer, Nandyal & Salboni Locations

In FY 2025, an interactive workshop arranged for JSW Energy workforce where 58% permanent workers & 63% Associate workers trained for Human Rights Policy & Human Rights risks.

100%

Security Personnel were trained on Human Rights at Ratnagiri, Barmer, Nandyal & Salboni Locations

Human Rights Mitigation and Remediation

At JSW Energy, we take a proactive approach to human rights mitigation and remediation.

Identified risks are addressed through preventive measures such as strengthened workplace practices and enhanced contractor oversight. Our grievance mechanisms are accessible, confidential, and designed to ensure timely resolution. By continuously monitoring issues and engaging stakeholders, we reinforce our commitment to protecting human rights across our operations and value chain.

As a responsible organisation, JSW Energy is committed to upholding the highest standards of integrity in safeguarding human rights across all our operations. Our management's dedication is clearly reflected in our comprehensive Human Rights Policy, which guides our actions and decisions.

Employee Engagement through CARE MODEL

Empowering People Through the CARE Framework at JSW Energy

At JSW Energy, we believe that an engaged, motivated workforce is essential to our strategic and sustainability goals. As we return to regular operations, our Human Resources team continues to prioritise employee well-being, recognising that physical and mental health are key to collective success.

At JSW Energy, the CARE model—Communication, Agility, Responsibility, and Elevation—drives our commitment to employee engagement and well-being. We prioritize open communication through initiatives like Samwaad townhalls and skip-level meetings, fostering transparency and collaboration. Agility is cultivated via continuous learning programs and a three-tier analytics training initiative, enhancing adaptability and problem-

solving skills. Responsibility is instilled through Kaizen-driven quality circles and team-based performance appraisals, promoting accountability and operational excellence. Elevation is achieved by recognizing contributions through awards such as LAMHE and Kaizen, reinforcing a culture of appreciation and ownership. These pillars collectively empower our workforce, aligning individual growth with organizational success.

Employee benefits

- **Parental Benefits** JSW Energy provide parental benefits, including maternity (primary caregiver) leave for 26 weeks and paternity (non-primary caregiver) leaves for one week. All parental leaves are provided in addition to the normal paid leaves (sick leave/paid time-off) available to other employees and are applicable in adoption, surrogacy, and fostering a child. We have also set up a creche facility at all our plant locations, which includes separate rooms for lactation for new mothers. Additionally, for our employees at the corporate office, we provide financial support to parents specifically to pay for childcare services to take care of their children during working hours.
- **Insurance** : JSW Energy offers a comprehensive insurance package to its employees, including medical, accident, and life insurance, with annual health checkups. The company also provides a group term insurance (GTL) for accidental incidents and covers family members with health insurance. JSW Energy also provides a plan to extend JSW Group Health Insurance Coverage to retiring employees.

CARE: A People-First Approach

Our CARE initiative built on Communication, Agility, Responsibility, and Elevation is designed to foster collaboration, enhance productivity, and create a supportive, high-performing work culture.



Communication:

Structured engagement, effective grievance redressal, and a collaborative culture ensure alignment with our goals.



Agility:

Adaptive stakeholder engagement enhances responsiveness and decision-making.



Responsibility:

A culture of continuous improvement and shop-floor quality circles drive operational excellence.



Elevation:

Recognition programmes celebrate achievements and foster ownership.

By embedding CARE into our culture, we are building resilient teams that are agile, responsible, and future-ready—positioning our people at the heart of JSW Energy's sustainable growth.

- **ESOPs** : JSWEL Employees Stock Ownership Plan – 2021 (ESOP 2021) The Group has offered equity options under ESOP 2021 to the permanent employees, including whole-time director, of the Company and of its subsidiaries who have been working in India or outside India, in the grades of (i) L16 and above, and (ii) select employees in the grade L-11 to L-15 based on last 3 (three) years performance; and in each case, as may be determined based on the eligibility criteria, or any other employee as may be determined by the compensation committee from time to time, except any employee who is a promoter or belongs to the promoter group or a director who either by himself or through his relatives or through any body corporate, directly or indirectly, holds more than 10% of the

outstanding equity shares of the Company and Independent directors, Nominee Directors and Non-Executive Directors. The grant is determined after having regard to various factors and criteria specified in ESOP 2021. The exercise price is ₹ 10 or any other price as may be determined by the Compensation Committee. The option shall not be transferable and can be exercised only by the employees of the Group. Vesting of the options granted under the ESOP 2021 shall be at least one year from the date of Grant. 25% of the granted options would vest on the date following 1 year from the date of respective grant, 25% of the granted options would vest on the date following 2 years from the date of respective grant and the remaining 50% on the date following 3 years from the date of respective grant.



JSW Energy, Vijayanagar

Occupational Health & Safety

Strategic Approach

Ensuring the safety and well-being of our workforce is fundamental to our operational philosophy at JSW Energy. We have implemented a robust, organisation-wide safety governance framework that spans all plant locations. This includes dedicated safety committees, advanced monitoring systems, and clearly defined policies—ensuring a proactive, accountable, and consistently high standard of safety across all operations.

As an ISO 45001-certified organisation, we are deeply committed to maintaining a zero-incident workplace. We continuously strengthen our occupational health and safety practices to provide a safe, secure, and compliant working environment for all employees and stakeholders.



The safety of our employees and extended workforce is sacrosanct. We are driven by a clear mission to achieve world-class safety standards across the entirety of our power plants.

Key Safety Measures and Initiatives

We are unwavering in our commitment to fostering a safe, healthy, and sustainable working environment for all employees, contractors, and stakeholders. Our safety culture is driven by robust systems, proactive governance, and continuous improvement, ensuring that safety is embedded in every aspect of our operations.

Our Safety Framework Includes:

EHS Policy (Environment, Health & Safety)

A comprehensive policy framework underpins our approach to environmental stewardship, occupational health, and safety. It reflects our long-term commitment to responsible operations and the well-being of our workforce.

Advanced Safety Management Systems

We have established sophisticated safety management systems that support the monitoring and governance of safety performance across all operational sites. These systems facilitate ongoing enhancement and alignment with global best practices.

Continuous Monitoring and Evaluation

Formal internal and external safety audits are conducted consistently, helping us identify areas for improvement and refine our systems to uphold an accident-free workplace.

Regulatory Compliance

We maintain strict compliance with all applicable safety and environmental laws and regulations, ensuring that our operations meet and exceed statutory requirements at all times.

Safety Observation Platform

Our digital safety observation system encourages employees and stakeholders to actively identify, report, and mitigate potential hazards, promoting a culture of shared responsibility and vigilance.

Active Safety Committees

Seven to Ten safety committees operate across our facilities,

tasked with implementing safety protocols, monitoring adherence, and providing direction on safety initiatives. These committees are supported by plant-level leadership to maintain a high standard of safety oversight.

Comprehensive Safety Training

Regular training programmes delivered through both digital and in-person formats ensure that employees remain informed and equipped to manage safety risks effectively.

Proactive Risk Management

Through our Barrier Health Management initiative, we identify potential high-risk situations early and implement preventive measures to address them before they escalate.

Supply Chain Safety Protocols

We have issued clear safety guidelines to all our supply chain partners, ensuring that safety standards are upheld throughout our extended operations.

JSW CARES – Contractor Safety Programme

This initiative is dedicated to improving safety outcomes among our contractor workforce, ensuring they operate in full alignment with our internal safety standards.

Digital Transformation for Safety

We are leveraging digital technologies to enhance safety oversight, streamline processes, and improve real-time visibility into our safety performance.

Culture of Continuous Improvement

A series of ongoing initiatives have been introduced to embed safety into our daily operations. These programmes aim to continuously elevate safety awareness and

practices, moving us closer to our ultimate goal: zero accidents.

Our management is firmly committed to eliminating workplace accidents by implementing world-class safety standards and substantially increasing safety training across all operational levels. This proactive approach is designed not only to prevent serious incidents but also to foster a work environment where individuals feel safe, respected, and empowered to take ownership of safety.

Safety Governance Structure

To reinforce our commitment to safety, each of our power plants operates under a well-defined governance model:

Local and Apex Committees

Each plant hosts seven dedicated safety committees, complemented by three Divisional Implementation Committees (DICs) and a central Apex Committee. These bodies ensure consistent and accountable implementation of safety initiatives across all levels.

Leadership-Driven Approach

Senior leaders, including Heads of Departments, are actively involved in leading safety governance at each location. Their direct engagement helps sustain focus, accountability, and continual improvement in safety performance.

Widespread Employee Involvement

Our safety governance model engages approximately 50–60 employees directly through active participation in plant-level safety committees, each comprising 5–7 members. These committees convene monthly to review safety performance, assess incidents

(if any), and set the agenda for upcoming initiatives. This participatory approach ensures that safety decisions are informed by on-the-ground insights.

Structured Oversight and Continuous Review

Safety Steering Committee

Chaired by our Joint Managing Director & CEO, this high-level forum meets quarterly and includes all Plant Heads, the Group Safety Head, and the Corporate Safety Head. These sessions provide senior leadership with direct oversight of safety metrics and ongoing initiatives across all locations. These meetings are held on a quarterly basis.

Executive Committee Involvement

Safety is a standing agenda item in our monthly Executive Committee meetings. These forums highlight achievements, assess risks, and resolve any emerging issues—underscoring the strategic importance of safety across all levels of management. These meetings are held on a monthly basis.

Apex Safety Committee Review

Apex Safety Committee meetings are held at all plant / project locations to review the monthly safety performance of the location. It reviews the notable Safety Observations, high potential near misses, incidents of injuries and subsequently the safety Corrective and Preventive actions (CAPA) taken by the concerned site teams / departments to mitigate the safety concern at the location.

Safety Initiatives in FY 2025

JSW Energy is undertaking significant capacity expansion, primarily through renewable energy projects. Health and safety

remain a core priority across all new installations—Wind, Solar, Hydro, and Thermal where we are implementing a robust safety governance structure.

All operational sites and upcoming projects integrate established safety systems, including Permit to Work (PTW), Lock Out Tag Out (LOTO), Process Safety, Management of Change (MoC), and Critical Safety Standards. Safety competency is continuously reinforced through comprehensive training programs such as Safety Induction, Tool Box Talks (TBT), Work at Height, Electrical Safety, and other function-specific modules.

New Safety Initiatives

To foster a proactive safety culture, our plants consistently implement new safety programs. Two recent key initiatives include:

a) Organisational Safety Culture Assessment

A 'Safety Cultural Survey' was conducted at three major thermal plants in collaboration with SafeMap Consultants (Canada), to benchmark against global safety standards. The survey provided critical insights into areas requiring improvement, resulting in targeted interventions, system enhancements, and welfare initiatives.

b) Incident Investigation Software Integration

A five-day training on TapRoot-based software for incident investigation was conducted by the Group Safety Team, covering employees across Thermal, Hydro, and Renewable Energy sites. This initiative aims to strengthen root cause analysis and improve learning from incidents.

54th National Safety Week Celebrations

All JSW Energy sites celebrated the 54th National Safety Week with great enthusiasm. Activities included drawing competitions, safety skits, quizzes, mock drills, fire drills, and slogan contests. Specific highlights:

- Full body harness competitions at Wind Turbine Generator (WTG) locations
- Safety signage awareness and installation
- Rescue drills at Solar and Wind sites

Continuous Safety Training and Awareness at RE Projects

Ongoing safety efforts across RE project sites include:

a) Strengthening Site Safety Systems and SOPs

- Implementation of revised 15 JSW Group Safety Standards
- SOP reviews, revisions, and vetting at WTG sites
- Incident investigation training at Tuticorin, Dharapuram, Omerga, Sandur, and Hyderabad locations
- Mandatory GWO certification for Nacelle work
- Monthly third-party inspections of lifting tools and tackles
- 646 audits/inspections conducted in Q4 across WTG and operational sites

b) Enhancing Safety Competency through Training & Drills

- Subject Matter Expert (SME) training campaigns on PTW, LOTOTO, WAH, CSM, machine guarding, and scaffolding safety
- Mock drills conducted at sites like Tuticorin, Omerga,



Training on Self-contained breathing apparatus, Ratnagiri

Dharapuram, Khavda, and JSW Neo locations

- Fire drills at Barmer
- LPG leak drill at Sholtu
- Work at Height drills at Omerga
- Heat stroke drills at Tuticorin
- Rescue drills at Khavda with participation of 90+ workers

Other Key Initiatives

- 360° camera monitoring installed at Omerga for real-time safety surveillance
- Internal Safety Audits completed across all projects for FY 2025 by cross-functional teams
- Group-Level Contractor Safety Meeting held at Barmer
- Non-conductive voltage detector helmets/equipment deployed across Thermal, Hydro, and RE sites
- National Road Safety Day celebrated with activities

involving employees and local communities

- Recognition programs across sites for Safety Observations (SO) and Near Miss reporting
- Regular training sessions on fire safety, rigging, driving safety, and working at height

Major Safety Systems in Operation

a) Safety Observation System

- Employees report unsafe acts/conditions
- Reported issues resolved promptly
- Closures monitored by Apex Safety Committee

b) Near-Miss & Incident Review

- Site-level incident investigation committees formed
- CAPAs monitored and implemented
- Pareto analysis used to identify high-risk areas

c) Competency Strengthening through Training

- Full-day incident investigation trainings at select sites
- GWO certification mandatory for WTG Nacelle workers at all WTG's

d) Emergency Response & Mock Drills

- Regular work drills conducted for fire, heat stroke, HCL/ Electrocuting/LPG leaks
- Subject-specific mock drills to ensure preparedness and awareness

e) SME Trainings on Critical Safety Standards

- Lock Out Tag Out (LOTO), Work At Height (WAH), Contractor Safety Management (CSM), scaffolding, machine guarding training for all employee categories

f) Functional Training Modules

- Night work precautions, crane hand signals, rigging, lifting training conducted respectively

g) Emergency Response Training

- Emergency Response Training Vehicle collisions, landslides, falling boulders

Safeguarding Individuals (Lone-worker safety)

We have introduced enhanced measures to safeguard employees working alone in isolated areas. Dedicated safety protocols and specialised monitoring devices are in place to ensure immediate support in case of emergencies.

In case of an issue, automated alerts are promptly generated and communicated to designated personnel, ensuring a swift and coordinated response.

Structural Safety Awareness

To uphold the highest construction safety standards, we provide specialised Scaffolding Inspector Certification Training. This equips employees with the knowledge and awareness required to safely work with scaffolding structures. These sessions are designed to instil a thorough understanding of safe construction practices and compliance expectations on-site.

Improving Safety and Reliability in the Mill Area: Cable Tray Orientation Modification

At JSW Energy (Ratnagiri), we proactively identified an opportunity to enhance safety in the mill area by addressing coal dust accumulation on horizontally laid cable trays carrying essential signal cables. Through a root cause analysis, we discovered that the horizontal orientation contributed to dust build-up, prompting us to take corrective measures that improve equipment reliability and ensure seamless operational continuity.

To mitigate this, the trays were reoriented vertically, eliminating flat surfaces for dust settlement. The modification was executed with precision, followed by close monitoring, which confirmed a significant reduction in coal accumulation. This low-cost, high-impact solution has enhanced fire safety, improved equipment reliability, and reduced the risk of generation loss—reinforcing our commitment to workplace safety, risk management, and operational excellence.

Enhancing Safety Compliance through PTW Expiry Alert Auto-Generation System

At JSW Energy (Ratnagiri), we have strengthened our safety and compliance framework by implementing the PTW Expiry Alert

Auto-Generation System, a digital solution designed to automate the tracking of Permit to Work (PTW) validity. The system identifies permits nearing expiry and triggers real-time email alerts to relevant stakeholders, including permit holders, issuers, and shift in-charges ensuring timely action and eliminating the risks associated with manual monitoring.

Developed through a custom script integrated with the Microsoft Outlook platform, this initiative has enhanced process reliability, improved compliance, and reduced operational risk. The automation has not only ensured zero lapses in permit oversight but also allowed safety and operations teams to focus on critical tasks. This initiative reflects our commitment to digital transformation, operational efficiency, and a proactive safety culture.

Barrier Health Management (BHM)

Mitigating High-Risk Scenarios with Precision and Foresight

At JSW Energy, managing high-risk operations is a critical aspect of our safety strategy. The Barrier Health Management (BHM) programme plays a central role in this effort by proactively identifying and addressing potential hazards in high-risk processes across our sites.

Successfully in place for over four years, the BHM initiative has continued to evolve and expand. In FY 2024, we launched five new BHM programmes labelled Risks 21-25 across four key Thermal and Hydro power plants. In FY 2025 we conducted a detailed audit to assess the effective implementation of these BHM initiatives and this assessment allowed us to add

key improvements in these processes to further enhance the safety of these systems. These programmes have been fully implemented at all respective sites, with new equipment and processes now operational and seamlessly integrated into plant systems.

The strength of BHM lies in its systematic, collaborative approach to risk identification, driven by cross-functional brainstorming sessions and focused discussions. Once risks are identified, we implement a comprehensive suite of mitigation measures, which may include improvements in engineering controls, administrative procedures, and plant processes.

Tools and Processes Supporting BHM:

Bow-Tie Methodology

This analytical tool helps map out potential accident causes and consequences, allowing us to clearly identify where control measures can be strengthened.

Management of Change (MoC)

All new equipment or process changes undergo a rigorous MoC protocol to ensure all stakeholders, including operational teams, are informed and aligned before implementation.

Permit to Work (PTW) System

A mandatory safety control at all JSW Energy plants, the PTW system ensures that no task begins without formal authorisation. It serves as the backbone of safe execution for all planned work.

Job Safety Analysis (JSA)

As an integral part of the Permit to Work (PTW) process, a completed and approved Job Safety Analysis (JSA) is mandatory

for all work authorisations. It ensures that task-specific risks are thoroughly assessed and effectively mitigated before any work commences.

Hazard Identification & Risk Analysis (HIRA)

Conducted for all annual, repetitive maintenance activities, HIRA ensures that foreseeable risks are captured, evaluated, and reflected in the corresponding JSA. New or emerging hazards are continuously added to the HIRA database, with corrective actions defined and tracked.

Lock Out & Tag Out (LOTO) System

All our sites are equipped with the necessary LOTO systems for isolating electrical and mechanical energy sources during maintenance.

The application of LOTO follows established Standard Operating Procedures (SOPs), and maintenance personnel receive in-depth training in its usage. Importantly, no PTW is approved unless LOTO is implemented wherever energy isolation is required.

Occupational Health Centres (OHC)

Protecting the Workforce's Well-being, Every Day

Each of our plant locations is supported by a fully operational Occupational Health Centre (OHC), manned by qualified medical professionals and support staff. These centres serve as the first point of care for our workforce, handling everything from routine ailments to minor injuries and first-aid treatment.

The OHCs also facilitate basic diagnostic tests and annual medical examinations for employees and contract workers,

promoting long-term health monitoring and early detection of occupational health concerns.

At our Vijayanagar plant, the OHC is further backed by Sanjeevani Hospital, a JSW Group-run facility equipped to handle medical emergencies that extend beyond the OHC's capacity ensuring uninterrupted access to high-quality medical care.

Global Wind Organisation (GWO) Training

Our workforce also undergoes training accredited by the Global Wind Organisation (GWO), aligning our safety competencies with globally recognised benchmarks. This ensures that our employees are not only compliant with local regulations but also prepared for international safety standards, especially in renewable energy operations.

Corrective and Preventive Actions (CAPA)

Strengthening Safety through Insights and Accountability

At JSW Energy, we believe that every incident is an opportunity to strengthen our safety systems. Drawing from detailed incident reports and thorough Root Cause Analyses (RCA) across our operational and under-construction sites, a comprehensive set of Corrective and Preventive Actions (CAPA) has been rolled out to further reinforce our safety practices across all locations.

Key CAPA Measures Implemented:

- All workers at solar project sites are now required to undergo additional electrical safety training, alongside their standard safety induction. This includes specific do's and don'ts for working within the solar plant premises.



Fire Fighting Training at Vijayanagar

- Refresher Permit to Work (PTW) training is being delivered to both JSW Energy and contractor personnel. These sessions focus on building critical skills in risk identification and the development of effective mitigation strategies.
- Lightning arrestor risk assessments have been mandated at all solar plants. Based on these assessments, appropriate corrective actions have been implemented to reduce risk exposure.
- No worker is permitted to work on-site without first completing a competency and skill assessment, ensuring that all personnel are qualified for their roles.
- At all solar sites, PTWs now require dual approvals both from an authorised JSW site-in-charge or designated team member, and a C Licence Holder prior to being issued.
- A Pre-Startup Risk Assessment (PSRA) and checklist must be completed before the operation of any critical equipment or machinery.
- Toolbox Talks (TBTs) are conducted daily before commencing any job, ensuring teams are briefed on specific risks and safe practices.
- Monthly mock drills simulating high-risk scenarios are carried out at all locations to prepare teams for emergency responses.
- The Lockout-Tagout (LOTO) system is rigorously applied to all electrical works, ensuring energy sources are properly isolated before maintenance activities.
- The Safety Observation System (SOS) remains in active use across all plants, promoting early hazard identification and preventive action.
- Contractor Safety Management is reinforced via the JSW CARES programme through Pre-qualification Assessment (PQA) system.

Building a Culture of Recognition and Awareness

To maintain momentum and motivation around safety, each project site holds a monthly Reward and Recognition (R&R) programme. Employees and associates are recognised by senior leaders for proactively reporting safety observations, near misses, and potential hazards. These awards not only celebrate safety leadership but also reinforce the importance of vigilance in achieving our Zero Harm goal.

Furthermore, Safety Stand Down meetings are conducted across all locations. During these sessions, critical incidents and their learnings are shared company-wide. The discussions emphasise the safe behaviours and preventive measures that must be adopted to ensure such incidents are not repeated.

Job-Specific Training and Competency Development

Tailored Safety Learning for Every Role

At JSW Energy, we believe that strong safety performance is built on a foundation of knowledge, which is why we have implemented a structured approach to job-specific safety training.

- **Safety Skills Mapping:** A formal process to evaluate the safety skillsets of both JSW Energy and contractor personnel, ensuring the right people are equipped for the right tasks.
- **Competency Development Programme:** Based on skill assessments, tailored development plans are created for employees. The programme is monitored and reviewed quarterly to ensure continuous improvement.

- **Training Needs Identification (TNI) Matrix:** Customised for each employee, this matrix ensures individuals receive only the relevant safety training aligned with their job function and risk exposure optimising learning and avoiding generic, non-essential sessions.

Structured Safety Training and Skill Development

Fostering a Competent, Risk-Aware Workforce

At JSW Energy, safety is not merely a compliance requirement but a core organisational value. We are committed to continuously enhancing the safety competencies of our workforce through structured training initiatives that are responsive, practical, and aligned with real-time risk conditions.

Dynamic Safety Training Calendar

Our Safety Training Calendar is strategically developed based on inputs from the Training Need Identification (TNI) matrix. Each month is assigned a specific safety module, ensuring a consistent and targeted learning experience throughout the year.

The calendar remains flexible, allowing for the integration of additional safety modules as site conditions evolve or when heightened hazard risks are identified ensuring that our training remains relevant and responsive.

Work at Height-Specific Training for Dam and Powerhouse Projects

Given the elevated risks associated with work at heights, particularly in dam and powerhouse construction,

we deliver specialised training modules to workers operating in such environments. These include both classroom and hands-on sessions, preparing them for practical challenges in high-risk vertical zones.

Empowering Safety Decisions on Site

To ensure proactive risk management, supervisors, engineers, line managers, and department heads are formally empowered with the authority to stop work if any unsafe conditions are identified on-site. This authority reinforces a culture where safety is prioritised above all else, without the fear of operational delay.

Medical Fitness & Vertigo Assessment

All workers involved in height-related tasks must undergo a medical fitness evaluation, including clearance through a VERTIGO test. These tests are conducted at plant locations and use realistic modules to assess and validate a worker's capacity to perform work safely at elevation.

Confined Space Training Programme

Our safety training ecosystem also includes a robust Confined Space Training initiative:

- **On-Site Training Modules:** Realistic, physical confined space training setups are available at multiple plant locations to simulate actual working conditions.
- **Entry and Exit SOPs:** Workers are trained on standard operating procedures for entering and exiting confined spaces safely.

- **Emergency Preparedness:** Rescue drills form a core part of the training, equipping teams to respond effectively to emergencies in constrained environments.

Competency and Skill Development Framework

Equipping People for Safe and Effective Performance

Safety is strengthened when people are well-equipped, informed, and empowered. Our Competency and Skill Development Framework is led by top management and focuses on continuous learning and risk-sensitive skill enhancement for both JSW employees and contract workforce.

Key Elements of the Framework:

- **Competency Mapping:** Regular assessments are conducted to ensure every individual possesses the requisite knowledge and technical capability relevant to their role.
- **Gap Analysis:** Each employee undergoes a structured gap analysis to identify any shortfalls in technical, behavioural, or safety-related competencies.
- **Training Need Identification (TNI):** Insights from the gap analysis inform the TNI, outlining specific training requirements tailored to the employee's functional and risk profile.
- **Annual Training Calendar:** Based on the TNI outcomes, a training calendar is created to systematically deliver training sessions throughout the year—targeting real, identified learning needs rather than generic modules.

Driving Safety Through Digital Transformation

Enhancing Safety Outcomes with Smart Technologies

At JSW Energy, we recognise the power of digitalisation in transforming safety management into a proactive, agile, and data-driven function. In line with our commitment to continuous improvement and operational excellence, we have adopted a range of technology-driven tools that bring structure, transparency, and speed to our safety processes.

Integrated Safety Management Platform

We have institutionalised a digital safety management system across all our operational plants through 'mysetu', a comprehensive software platform that enables end-to-end tracking of:

- Safety observations
- Incident reporting and investigation
- Closure of safety actions
- Regulatory and internal compliance

This system standardises our safety processes across all locations, ensuring consistency, accountability, and quick response to risks as they emerge.

Digitally Enabled Contractor Safety Management

To enhance visibility and oversight of contractor-related safety practices, our in-house teams have developed a dedicated contractor safety management application. This software enables efficient assessment of contractor performance, safety documentation, and risk mitigation measures—streamlining engagement with both critical and non-critical contractors.

Competency Mapping and Training Needs Tracking

We also utilise a purpose-built software solution for employee competency mapping, which tracks training needs and completions. This tool allows us to deliver training in a targeted manner while monitoring progress and effectiveness, thereby aligning skill development with risk exposure.

AI and Virtual Reality (VR) in Safety Training

Looking ahead, we continue to explore AI-enabled safety tools that can further enhance risk anticipation, training personalisation, and incident analysis capabilities. AI integration is being expected for:

- Policies & Codes
- Safety Management System
- Safety Initiatives (Physical & System Improvements)

AI-Driven Safety Monitoring

At JSW Energy (Barmer) Ltd., we have advanced our safety management systems by implementing an AI-powered surveillance solution across 45 CCTV cameras, covering 18 high-priority safety and compliance parameters. This strategic initiative addresses key risk areas including PPE compliance, fire and smoke detection, unauthorised access, medical emergencies, and vehicle movement analytics. By moving from manual oversight to real-time, automated monitoring, we have significantly enhanced operational safety and risk mitigation capabilities.

The platform delivers instant alerts and integrates with a centralised dashboard that provides comprehensive insights into safety trends,

zone-wise performance, and compliance metrics.

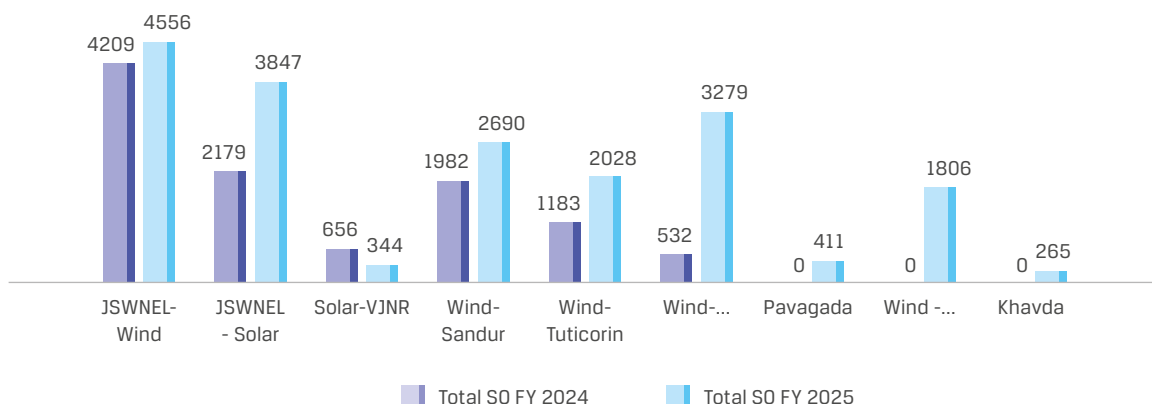
This data-driven approach not only enables swift corrective actions but also fosters a culture of continuous improvement and accountability across the organisation. The deployment underscores our commitment to leveraging advanced technologies to ensure a safe, secure, and resilient workplace environment.

Safety Observations System (SOS)

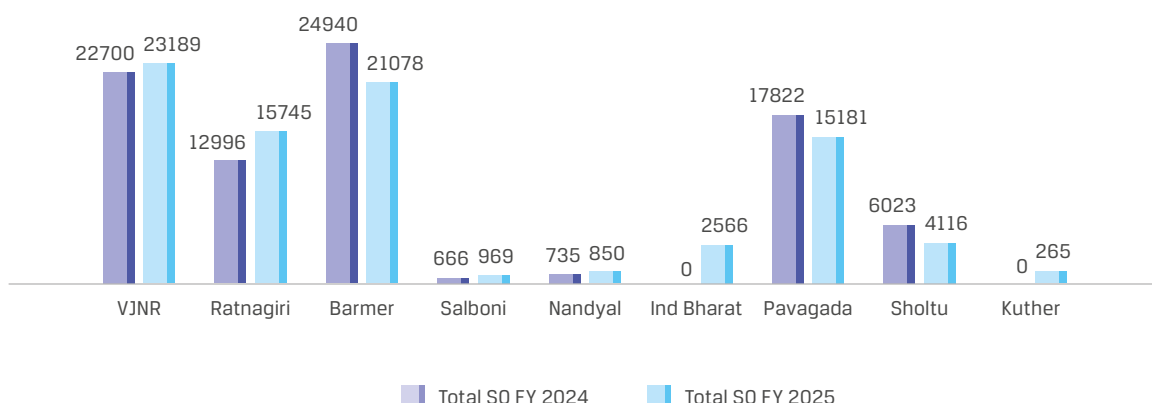
The Safety Observation System continues to play a pivotal role in fostering a proactive safety culture across JSW Energy's workforce, including both employees and contractors. A comparative analysis of Safety Observations (SOs) across project sites for FY 2024 and FY 2025 indicates notable improvement at most Renewable Energy (RE) locations, reflecting increased engagement and awareness.

While the number of SOs reported at existing Thermal and Hydro power plants remains largely consistent with the previous year, the volume of observations from these sites remains substantial. This high reporting rate serves as a strong leading indicator, contributing positively to overall safety performance. It enables the early identification and resolution of thousands of potential hazards, effectively preventing incidents and enhancing workplace safety.

SO Performance of RE Businesses



SO Performance of Thermal and Hydro Plants

1
2
3

Contractor Safety Management -

PQA Assessment at 4 WTG Projects

WTG Projects: JSW Energy has implemented the Contractor Safety Management System at all WTG project locations. A total of 123 contractors have been evaluated by PQA (Pre-Qualification Assessment). The PQA score achievement of these contractors is listed below:

13%

(16 contractors) have achieved more than 80% score

24%

(29 contractors) are between 70%-80% score

17%

(21 contractors) are between 60%-70% score

7%

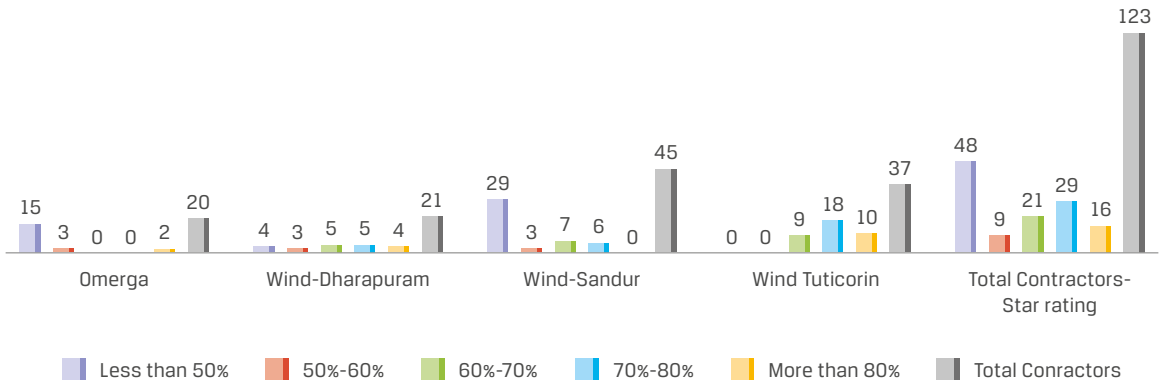
(9 contractors) are between 50%-60% score

39%

(48 Contractors) are a shade below 50%
(New Contractors)

Here we can see that around 54% of the contractors have PQA scores above 60% while the rest are below. Thus, hand holding for PQA gap closure is being done for all these contractors enabling them to improve their PQA scores on a regular basis which shall help them to strengthen their own safety systems and in turn improve the safety culture at JSW Energy project site. CSM committee formed at all project sites for continuous monitoring of the contractor's performance and improve their PQA rating also.

PQA Status of Project sites



It is expected that within the FY 2026, majority of the RE project contractors shall be able to break into the 70-80% bracket. Thereafter, we shall start the JSW CARES evaluation for these contractors and include them in our STAR rating assessment process. Details of this process/ system is presented below.

JSW CARES and External Benchmarking -

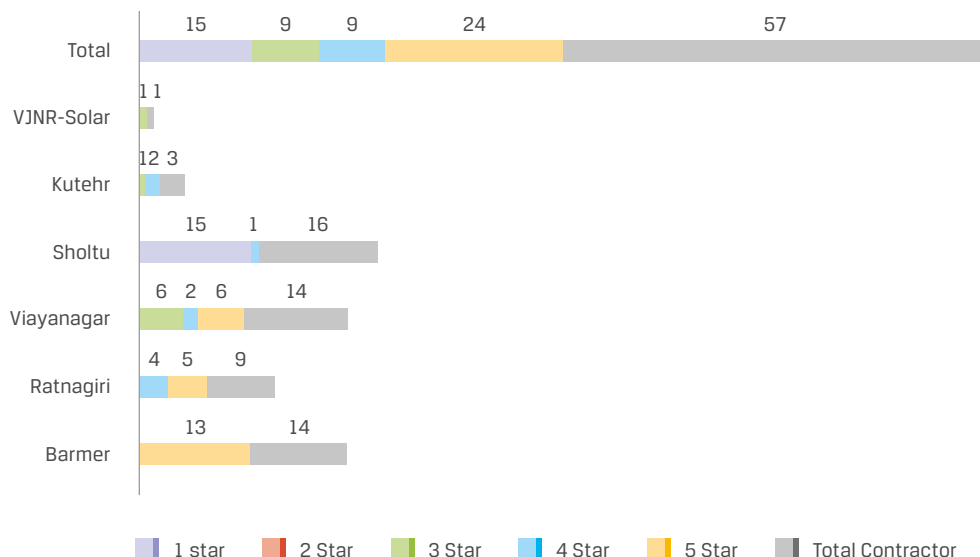
JSW CARES(Contractor Assessment & Rating for Excellence in Safety) program is being actively implemented at all major locations of JSW Energy. The program assesses not only the deployed safety

systems & documentation but also tracks the safety performance of the contractor.

The development of the CARES questionnaire is based on **External Benchmarking** of Best Safety Practices being followed by the leading peer organisations in the power sector both at the National and Global level.

This also ensures alignment to National & Global Safety Standards & Frameworks. The CARES score generated through the duly filled questionnaire forms the basis of ranking the contractor from 1 STAR to 5 STAR rating

JSW CARES STATUS FY 25



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.

*Total 100% of all JSW Energy High Risk Contractors evaluated by JSW CARES

- **74% (42) contractors** are 3 STAR and above
- **24 contractors (42%)** contractors have now achieved 5 STAR rating

Internal Benchmarking

JSW Energy conducts monthly and quarterly plant safety group meetings to facilitate internal benchmarking of safety practices across its Thermal and Hydro power plants. These sessions serve as a platform for sharing best practices and systems, enabling cross-learning and consistent improvement in safety performance across all sites. The benchmarking process is aligned with the implementation status of the 15 JSW Group Safety Standards, ensuring uniform adherence and progress.

- Beginning FY 2025, this internal benchmarking framework is being extended to operational Renewable Energy plants to promote standardisation and adoption of proven safety systems across the entire energy portfolio.

Campaigns on Global Health Issues

JSW Energy recognises the significance of addressing global and occupational health concerns, including communicable diseases such as HIV/AIDS, tuberculosis,

malaria, and COVID-19. In FY 2024–25, awareness campaigns and health sessions were organised at nearly all plant locations.

- At the Vijayanagar plant, an HIV/AIDS awareness and vaccination campaign was conducted in February 2025. Other sites such as Barmer, Ratnagiri, and the Sholtu Hydropower plant in Himachal Pradesh regularly conduct training sessions on a wide range of health topics, including occupational health, vector-borne diseases (malaria, dengue, chikungunya), non-communicable diseases (hypertension, diabetes, cardiac health), first aid and CPR, ergonomics, mental health and stress management, nutrition and immunity, obesity, and lifestyle modification. These efforts aim to enhance overall employee well-being and workplace health resilience.

JSW Energy Ltd recognizes the need to support the Nation's TB Elimination efforts and thus has

initiated various initiatives to support with **Pradhan Mantri TB Mukh Bharat Abhiyaan**.

At our JSW Energy Vijayanagar power plant, as part of stepping up its commitment to maintaining a healthy – work environment, we started Workplace Wellness Initiative Integrated with TB-Free Workplace "**KAI JODISONA TB NA SOLISONA**". This comprehensive initiative aims to curb the transmission of tuberculosis (TB) and create a healthier workplace for the JSW employees.

The program focuses on:

- **Early Detection**
- **Preventive Measures – promoting awareness, health support system, tobacco cessation**
- **Treatment Support**
- **Workplace Sensitization:** Conducting workshops and training sessions

By prioritizing employee health and well-being, JSW Energy Ltd is demonstrating its commitment to social responsibility and contributing to the nation's goal of eliminating tuberculosis.



Barmer..Mobile Health Unit



Cancer screening awareness

Periodic health check-up camps are organised for employees, associates, and their family members, focusing on awareness and screening for Hepatitis B, Hepatitis C, and HIV. In addition, a range of specialised health camps—such as Mega Blood Testing Camps, Multispecialty Health Camps, Women's Health Camps (on International Women's Day), Dental Camps, and Vision Screening Camps—are conducted at regular intervals.

Similar initiatives are undertaken at other JSW Energy locations, including Ratnagiri and the Sholtu Hydropower plant in Himachal Pradesh, where regular awareness sessions are held on occupational health, communicable diseases, and non-communicable diseases to promote overall well-being and preventive care.

FY 2026 Plan - Major Safety Activities:

The following safety related activities have already been planned / initiated at respective plant locations, as per the targeted activities in the FY 2026 –

- Subject matter expert training for all business i.e. Thermal, Hydro, Wind & Solar
- AR/VR Module Video Development for all critical activity by third party
- Bow-Tie Diagram (Barrier Health Management) software training by third party.
- Process Safety Management (PSM): Awareness training for thermal plants and implementations, Basic awareness training to all thermal sites, PT (process technology) preparation, HAZOP study, MoC (Management of Change) etc.



Eye checkup programme



Health checkup programme

- HAZOP Studies for all Thermal & Hydro operating plants is suggested
- Felt Leadership Program for Senior Leadership, HOD's and middle management teams
- Digitization of PTW (Permit to work) to be initiated for thermal power plants.

Safety Targets

JSW Energy aims for 'Zero harm' at all its operational plants and

project locations. However, the LTIFR target for FY 2024-25, for JSW Energy considering all locations & projects was taken as LTIFR = 0.22, considering a 20% improvement on the previous year LTIFR of 0.27. The overall combined (operational plants + projects) LTIFR achieved by JSW Energy in FY 2024-25 is 0.36 (Considering the combined manhours of employees and workers)

The Safety LTIFR target for FY 2026, are under finalisation. As there are many projects under construction i.e for Wind, Solar, Hydropower and other manufacturing plants such as Solar Cells, Blade manufacturing etc, LTIFR requirements shall be estimated based on the industry/ sector averages. These target values shall be soon available on our website.

Safety Performance for FY 2024-25

Operational Plants

S.No	Safety Metric	FY 22-23	FY 23-24	FY 24-25
1	FATAL			
	Employee	0	0	0
	Worker	0	1	5
2	Loss Time Injury			
	Employee	0	0	0
	Worker	0	1	3
3	LTIFR			
	Employee	0	0	0
	Worker	0	0.15	0.61

Projects Under Construction

S.No	Safety Metric	FY 22-23	FY 23-24	FY 24-25
1	FATAL			
	Employee	0	0	0
	Worker	0	2	1
2	Loss Time Injury			
	Employee	0	0	0
	Worker	0	3	3
3	LTIFR			
	Employee	0	0	0
	Worker	0	0.40	0.25

In our Vijayanagar power plant an operational error in the coal mill resulted in the venting of hot air mixed with pulverized coal fire, through the rupture disc, causing burn injuries to 4 workers. However, 3 of them succumbed to their injuries after more than 2 weeks of treatment. Also, 3 workers in separate incidents of non-compliance of PTW (permit to work) / SOP(standard operating procedures) in their respective work areas, were severely injured and later succumbed to their injuries inspite of timely hospitalisation and treatment. After a detailed Root Cause Analysis by different high level incident investigation teams for each of these incidents, the following Corrective and preventive actions have been implemented across all thermal & RE power plants -

- Mandatory Coal Mill operation SOP review, revision and re-training for the entire operation team at Vijayanagar plant. Similar re-training was held at all other Thermal power plants.
- SOP & HIRA review for the Bunker emptying operation & process.

- High VM (Volatile material) coal to be fed in designated bunkers enabling specific start & stop precautions.
- Full body overalls for workers in vicinity of fire risk areas.
- Revalidation of risk assessment in PTW if there are any changes in the condition of site during execution.
- Detailed shutdown plan with a Responsible, Accountable, Consulted, and Informed (RACI) matrix to be developed and implemented for all temporary and annual shutdowns.
- Design of all Temporary or Hanging platforms to be approved by competent person before being put in use.
- Refresher PTW training to be provided to JSW Energy and Contractor teams, explaining
- Conducting training programs for PTW roles, including Authorizer, Applicant and Holder.
- Stopping work if violations are identified against the issued PTW and ensuring compliance before resuming the job
- PTW's issued by the contractor to be mandatorily reviewed / approved by JSWEL engineer before start of work
- Installation of additional CCTV's in Fire Engine parking area & office.
- Adequate modification of start – stop operation in the old Fire Tenders.
- Re-training of Fire-fighting team on the processes of daily health checkup of Fire-tenders and other fire-fighting equipment installed in the fire truck.

Few other recommendations which have been implemented to avoid mishaps and incidents across all plants -





Safety Audit at Vijaynagar

- Minimising man-machine interface through automation / robotic system implementation in operation of conveyor belts
- Implementation of PTW for housekeeping in critical work areas.
- Strict implementation of Safe lifting checklist for cranes, including inspection of lifting ropes and slings.
- Essential training of all workers in use of full body harness before start of work at height
- Ensuring the implementation of LOTO practice through PTW before initiating any work on electrical systems / panels / transformers / breakers etc.

At all locations of serious incidents, strict actions have been implemented under the provisions of the Consequence Management Policy of the organisation. A proper stand down meeting was conducted at all incident locations by the leadership team where emphasis was focused on the adherence to the established safe working procedures by all workers and employees.

The provisions of consequences management policy enables the safety Leadership team to issue verbal and written warnings, suspension or termination of employee / workers / contractors in case of extreme negligence of safety protocols.

The organisation has also made it mandatory for all employees to take safety KRA's which are linked to the annual performance appraisal of the employee and any non-compliance affects the overall rating and increment. Also all operational plants & project locations are allocated site specific Safety KRA's the completion of which are linked to the variable pay component of the senior leadership team. Serious incidents / fatality in their respective plants brings the safety component of the variable payout to zero.