

In FY 2022-23, our mid to senior level employees went through more than 2,700 training hours. As next steps, Group Coaching and on the go learning (micro-videos, articles and nuggets) are being introduced in this development program to enable participants to reflect and work on challenges which they may experience in a work situation.

The larger objective is to embed the **G•R•O•W•** competency framework in all our people processes. A phased integration of aligning the **G•R•O•W•** framework to processes like hiring, performance management, rewards and recognition is underway.

This development journey is enabling a larger transformation within the organisation by reiterating and reinforcing the following:

- | The importance of a mindset and skillset to manage the business of the future which will be more distributed, diverse and digitally connected
- | The need to focus on 'Agility' and 'Result Orientation' without compromising on basic values and focus areas will be critical
- | The need to inculcate the ability to connect the dots across all that we do and being comfortable with ambiguity
- | The need for Data orientation
- | The importance of an organisational identity rather than a functional one
- | The need to work collaboratively and harness the ability to manage work and people in a digital world

Building a Diverse and Inclusive Workforce

Ubuntu [an African philosophy, meaning "I am because we are".]

This has never been truer than in recent times. We are who we are because of the communities we are part of and for our collective success we need to believe in and practice Ubuntu. Closer home, the concept of Vasudhaiva Kutumbakam refers to the 'world as one family'.

Organisations too can't operate in isolation. As a Company, we aim to power the nation and empower lives sustainably for a happy planet - together with our shareholders, employees, partners, communities and the government. Being inclusive and working with diverse stakeholders also gives us a competitive advantage.

Diversity, Equity & Inclusion (DE&I) is the guiding philosophy embedded in our core value of Respect for People and our Code of Conduct. We aspire to make our organisation a leader in DE&I initiatives amongst corporates in India. The DE&I Council headed by our MD oversees our efforts in this area. Women are vastly underrepresented in the power sector, particularly in technical and leadership roles. Our efforts in FY 2022-23 focused on increasing the gender representation in the organisation. Apraava Energy has committed to achieving a women representation of 15% by the end of 2023. The focus will be on increasing the representation of women in leadership and engineering roles. We will continue to ensure that at least 50% of intake at the entry level are women professionals. We will measure and report progress while striving for continuous improvement.

Going beyond the numbers, in FY 2022-23 we also focused on facilitating discussions and awareness sessions to bring about bias literacy through workshops on Unconscious Bias as well as other topics in a series on Breaking the Bias:

- **Being an Autism Ally**
- **A conversation with a Trans woman**
- **Creating awareness about persons with disabilities**



Apraava Energy partnered with Adventures Beyond Barriers Foundation (ABBF) for the 2023 Tata Mumbai Marathon (TMM). ABBF was the official 'Inclusion Ally' for PROCAM, the organisers of TMM 2023. Three of our employees ran as inclusion allies alongside persons with disabilities during the marathon.

We partnered with ABBF once again for event alongside Persons with Disabilities. The aim was to promote inclusion and diversity by providing an opportunity for employees to engage in a meaningful activity alongside persons with disabilities. By participating in the tandem cycling event, employees gained first-hand experience of the challenges and capabilities of individuals with disabilities. Such experiences can only lead to increased understanding, empathy, and a more inclusive mindset in the workplace.

To measure the success of our efforts, we regularly analyse data related to workforce demographics, employee engagement and retention rates. Our efforts have helped us in attracting and retaining our talent from diverse backgrounds and in strengthening our reputation as a responsible and inclusive employer.

