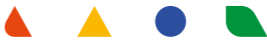


# HUMAN CAPITAL





# HUMAN CAPITAL

## Material Topics

- Employee Engagement
- Training and Skill Development
- Diversity, Equity and Inclusion
- Safety and Well-being
- Business Ethics, Integrity and Transparency



**Bigger the ambitions, the stronger the need for team Apraava to work together with all our stakeholders and realise our vision while staying true to our purpose.**

Our employees are our pride and strength, and they play a critical role in bringing Apraava’s ambitious aspirations to life. In addition to providing and maintaining a safe and healthy work environment, that supports their overall well-being, we endeavor to improve and increase the diversity in our workforce, foster a culture of inclusion and ensure gender pay parity. Considering the mega trends, disruption, and innovation, impacting our industry, being able to attract and retain best talent will be a key enabler for us to achieve our ambitious growth plans. Creating and maintaining a high performance and engaged work culture is essential for our organisation’s success. We continue to focus on developing our employees and ensuring that Apraava Energy has the necessary skill sets needed to execute the business strategy and create a sustainable organisation.

Our HR strategy provides a framework for aligning the strategic HR focus areas with the big-ticket organisational goals and objectives. Our strategy helps us to proactively address workforce challenges, support organisational success, and drive positive outcomes for both employees and the organisation.

Guided by inputs from the leadership team, employees and the mega trends shaping our industry we have identified the following strategic pillars that serve as a blueprint for us to effectively manage and support the organisation.



Governance & Stakeholder Management



Talent Management & Organisational Development



Diversity, Equity & Inclusion










Health & Well-being



Digitalisation

In 2021, we set out on our journey to revisit and renew our Purpose, Vision, Mission, and Values (P-VMV) framework with the goal of aligning the organisation and delivering on our brand promise while creating sustainable shared value for all our stakeholders. In 2022, the focus was on embedding this framework across our people practices by way of Communication, Celebration of and Commitment to this framework. Towards this end, and as part of the larger deployment plan, we created capability in the organisation to facilitate discussions on our values. Twenty-two senior employees were trained over a 2-day workshop to facilitate sessions on "Valuing our Values" for all employees in the organisation. In FY 2022-23, a total of 1,156 hours were invested in these sessions. We continue these conversations with new team members.

### Apraava Energy's P-VMV Framework

 <p><b>Our Purpose</b> Em-Powering lives sustainably for a happy planet</p>  <p><b>Our Vision</b> To partner in India's energy transition by being the most trusted, inclusive and integrated energy solutions provider</p>  <p><b>Our Mission</b> To provide reliable and affordable energy solutions to the nation with a focus on innovation and sustainability</p>	<p><b>Our Values</b></p>  <p>Operational Excellence</p>  <p>Respect for All</p>  <p>Sustainability through Responsibility</p>  <p>Result Orientation</p>
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When employees have a shared understanding of values, it creates and reinforces the sense of purpose and connection throughout the organisation. This helps in decision making and provides clarity in ambiguous situations, enabling employees to align their actions with the organisation's purpose, vision and mission.

While values guide our organisation's culture and identity, competencies foster a high-performance workplace. At Apraava, we continue to build on a strong foundation of values and competencies.

### G.R.O.W. & Apraava Energy Leadership

The **G.R.O.W.** competency framework which aligns our strategic goals with desired leadership competencies and behaviors were developed.

### Apraava Energy's G.R.O.W. Competency Framework

 <span style="font-size: 48px; font-weight: bold;">G.</span> Growth Mindset	 <span style="font-size: 48px; font-weight: bold;">R.</span> Result Orientation	 <span style="font-size: 48px; font-weight: bold;">O.</span> Openness to Change	 <span style="font-size: 48px; font-weight: bold;">W.</span> Working with Synergy
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The **G.R.O.W.** competency framework was designed as a longitudinal initiative which started with a 2-day development centre for 124 of our mid to senior level employees. These assessments identified leadership strengths and behaviours that needed further development, both at the individual and cohort levels. This was followed up with creation of Individual Development Plans for all the employees who were assessed on the competency framework.

At this stage in the initiative, capability building sessions on the competency framework are underway.

The **G.R.O.W.** pedagogy comprises:

- **In-person sessions** on each competency. The interactive nature of sessions facilitates peer learning
- **Experience sharing** amongst participants on situations from their day-to-day work experiences and solutions to them



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:

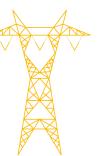
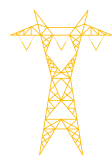
- **Being an Autism Ally**
- **A conversation with a Trans woman**
- **Creating awareness about persons with disabilities**



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.



## Employee Engagement and Well-being

At Apraava Energy, our primary focus is to facilitate the overall development of our employees. To achieve this, we ensure our employees have access to sufficient leaves, comprehensive insurance coverage (health, accident, and life), opportunities for personal and professional growth through workshops and training initiatives, and transparent annual performance evaluations.



Valuing our Values (VoV) Workshop Conducted at KMTL Site

Making health and well-being a strategic focus area for Apraava aligns with our purpose of *“Em-Powering lives sustainably for a happy planet”*. We believe prioritising health and well-being leads to a positive work environment, employee engagement and performance and organisational success. Integrating health and wellbeing into the HR strategy reinforces our commitment to employee well-being and development and recognising our employees as individuals beyond their roles within the organisational.

In 2022, our Jhajjar Power Limited (JPL) plant was recognised in the Gold level category under the prestigious Arogya World-Healthy Workplaces Awards. The Healthy Workplace Program accreditation is a rigorous assessment that involves interaction with eminent Industry Health Experts, who evaluate and assess the interventions implemented by the organisation based on Arogya World's Healthy Workplaces criteria aligned with World Health Organisation (WHO) guidelines.

This achievement is a testament to the unwavering commitment and dedication of the organisation towards promoting the health and well-being of our colleagues. The Jhajjar asset, is part of Arogya World's healthy community of 186 companies, which together represent over 5.83 million employees.

Taking on board the ever-increasing demands placed on individuals due to the rapid pace of modern life, we partnered with a healthcare organisation to provide health consultation by a General Physician for our employees and other staff at our offices. The doctor is available for an in-person consultation every week at our office on one of the weekdays. Employees based at our site locations can also consult with the doctor virtually.

Healthy workplaces make for engaged employees and we firmly believe that the holistic health and well-being of employees is the key. We understand that effective and efficient interventions can enhance productivity, competitiveness, and the overall sustainability of our Company, community, and economy.

Apraava publishes Health & Well-Being Calendar covering various elements of employee well-being - Physical, Emotional Health, Work-Life Integration that is critical to developing workforce

resilience. The importance of maintaining good physical health was covered through sessions on topics such as Thyroid Hormones Management, Men's Health and Prebiotics, Probiotics, and Immune Health. Similarly, emphasis on mental well-being was covered through sessions on topics such as Stress Management and Words Can Save a Life. Open webinars on topics such as Power of Parenting, Learn Adaptive Decision-Making Skills, Bone Health, Diabetes, International Men's Day - Getting the Basics of Health, Awareness on Road Safety, Panel Discussion on World Cancer Day - Close the Care Gap were also conducted as part of Health and Wellness initiatives.

### Staff Strength

PARTICULARS	FY 2020-21			FY 2021-22			FY 2022-23		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	59	6	65	55	5	60	63	6	69
Managerial and Professional Staff	240	30	270	240	31	271	236	40	276
Administrative and General Staff	82	17	99	90	18	108	97	19	116
Total	381	53	434	385	54	439	396	65	461
Contractual Staff#	2,262	21	2,283	2,397	42	2,439	2,736	43	2,779

#Includes numbers from shared wind sites. Shared wind sites are sites where more than one power company has installed their wind turbines, which are serviced by a single OEM.

### New Hires, Average Age, and Attrition Rates

PARTICULARS	FY 2020-21			FY 2021-22			FY 2022-23		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
New Hires	15	4	19	28	6	34	62	19	81
New Hires Rate (%)	3.6	14.2	4.2	7.4	11.2	7.9	15.7	29.2	17.5
Average Age of Employees	38			39			39		
Voluntary Turnover Count	20	4	24	26	5	31	46	7	53
Voluntary Attrition Rate (%) (12-month moving average)	4.8	14.2	5.4	6.3	9.4	6.7	12.0	11.5	11.9

### New Hires and Attrition Rates (Age wise)

PARTICULARS	FY 2022-23			
	Voluntary Attrition Number	Voluntary Attrition Rate (%)	New Hire Number	New Hire Rate (%)
Below 30 years	10	34.5	36	87.8
30 to 50 years (including 30 and 50)	41	11.7	42	11.8
More than 50 years	2	3.1	3	4.6

## Performance Review

PARAMETER	Employee category	Gender	FY 2020-21	FY 2021-22	FY 2022-23
Permanent employees who received a regular performance and career development review	Senior Management	Male	58	55	60
		Female	6	5	6
	Managerial and Professional Staff	Male	238	229	215
		Female	29	27	28
	Administrative and General Staff	Male	81	82	87
		Female	17	19	26

Note: Employees who joined after 30 September of the reporting year are not part of appraisal in that year and hence not included in the above.

All employees are covered by health, accident, and life insurance and can also avail of maternity and paternity benefits. Our Company recognises the vital link between employee performance and overall growth. We regularly update our policies and processes to create a dynamic environment that meets the needs of both the business and our people.

## Employees who opted for Parental Leave

PARAMETER	Period	Unit	Male	Female
Employees entitled for parental leave	FY 2022-23	Number	396	65
Employees that took parental leave in reporting period		Number	21	5
Employees that returned to work in the reporting period after parental leave ended		Number	21	3 <sup>#</sup>
Return to Work rate for Permanent Employees		%	100	60
Employees that took parental leave and returned in the year prior to the reporting period		Number	20	0
Employees that took parental leave in the year prior to the reporting period and were employed 12 months after their leave end date <sup>##</sup>		Number	16	0
Retention Rate for Permanent Employees		%	80	0

<sup>#</sup>Two female employees who started their parental leave in the reporting period, continue to be on parental leave.

<sup>##</sup>In FY 2021-22, 20 male employees took parental leave and 16 of them were part of Apraava Energy 12 months after their leave end date. In FY 2021-22, there were no female employees who took parental leave.

To gain valuable insights into employee perspectives, we conduct a bi-annual employee engagement survey. The next employee engagement survey will be launched in the third quarter of 2023. Following the completion of the survey, we will also work on developing and formally articulating Apraava Energy's unique Employer Value Proposition.

## People and Organisation Development

Through our People and Organisation Development initiatives we strive to create an environment where employees can develop, succeed, and contribute to being part of the organisation's growth journey. Our initiatives support talent development, cultivate a strong organisational culture, and ensures the organisation remains agile and capable of navigating through the current and future business requirements.

We believe that employee development is a shared responsibility, wherein the employees take the lead in driving their own personal and professional development and Apraava Energy, through its managers and HR function, facilitates the process and provides an enabling environment.

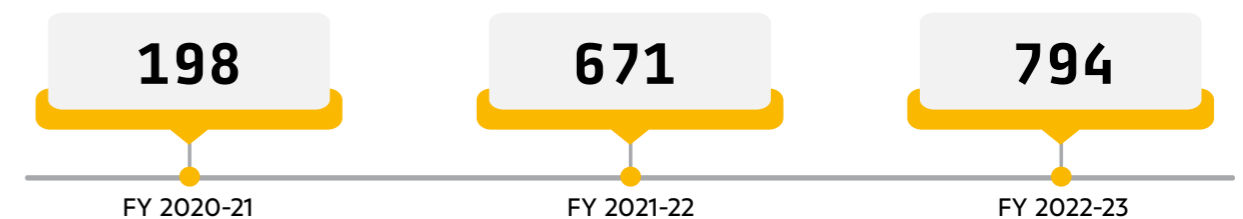
Apraava Energy provides opportunities for employees to upskill and upgrade their learning through customised programs, tie-ups with professional institutes, web-based learning opportunities and certifications, skill-building through cross-functional team projects, and knowledge sharing sessions. Employees have been facilitated to acquire niche certifications linked to developing auditing capabilities, Business Excellence, HR excellence and Sustainability assessment capabilities, solar PvSyst and PVSol domain capabilities, solar power plant design, digital transformation, etc. to name a few.

An annual training plan is prepared for the continuous learning and growth of employees. The training needs of employees are identified based on existing skill sets as per the current and future business needs. Training modules provided for learning and development are classified into technical/functional, and behavioural.

At Apraava, we also have an Education Assistance Policy in place to enable further learning and growth. In 2019, we launched the 'Renewables University' initiative which focuses on meeting the unique challenges and development needs of our renewable energy business.

The university offers myriad avenues for learning; which includes Book Reviews, Certification Programs, Knowledge Sharing Sessions & Expert Presentation, Special Task Forces (STFs).

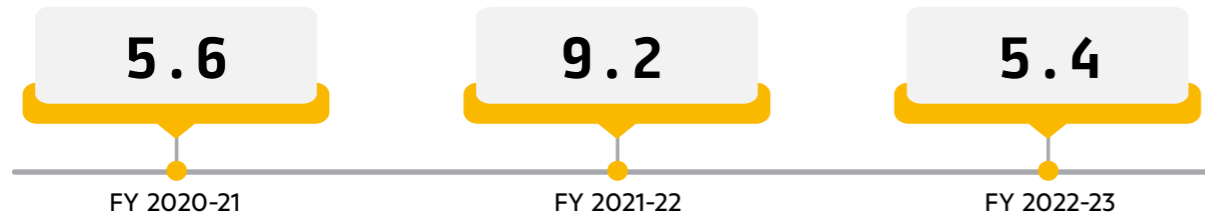
## Learning Day Efforts through Renewables University



### Types of Learning Sessions and Training Days in FY 2022-23

Type of Intervention	Learning Efforts (Training Days)
Book Review	24
Certification Program	518
edX	34
Expert Presentation	39
G.R.O.W. Developmental Intervention	13
Knowledge Sharing Session	88
Skill Building	69
STF Session	8
VoV Awareness	1
<b>Total</b>	<b>794</b>

### Investment in Employee Training & Development Activities (INR million)



### Safety and Skill Building Training (in training hours)

Year	FY 2020-21		FY 2021-22		FY 2022-23	
	Total Training Hours	Average Training Hours/employee	Total Training Hours	Average Training Hours/employee	Total Training Hours	Average Training Hours/employee
Safety	773	2	4,405	10	1,672	3
Skill Building	15,166	35	21,032	48	21,932	48
<b>Overall</b>	<b>15,939</b>	<b>37</b>	<b>25,437</b>	<b>58</b>	<b>23,604</b>	<b>51</b>

### Employee Training and Coverage (in training hours)

Level wise	Parameter	FY 2020-21			FY 2021-22			FY 2022-23		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	Training Hours	5,191	833	6,024	2,897	583	3,480	2,663	1,178	3,841
	% covered	80	100	82	98	100	98	86	100	87
	Training Hours per employee	88	139	93	53	117	58	42	196	56
Managerial and Professional Staff	Training Hours	7,995	616	8,611	15,831	1,777	17,608	15,074	2,033	17,107
	% covered	86	87	86	100	100	100	89	90	89
	Training Hours per employee	33	21	32	66	57	65	64	51	62
Administrative and General Staff	Training Hours	682	623	1,305	3,544	805	4,350	1,997	659	2,656
	% covered	67	59	66	88	100	90	80	95	83
	Training hours per employee	8	37	13	39	45	40	21	35	23
Total	Training Hours	13,868	2,071	15,939	22,273	3,164	25,437	19,734	3,870	23,604
	% covered	81	79	81	97	100	97	86	92	87
Overall Training Hours per employee	Training Hours	36	39	37	58	59	58	50	60	51

In FY 2022-23, 87% of our employees were covered through various training and learning initiatives (92% women and 86% men).

We provide training and skill-building exercises to our employees to ensure that they do not suffer any harm due to incidents at work. During FY 2022-23, the safety training amounted to 1,672 hours while skill-building exercises took up 21,932 hours.



## Grievance Redressal

We encourage an open and communicative environment within the organisation where employees, investors, shareholders, and value chain partners can freely voice their feedback, suggestions, and concerns through various channels. To ensure that their grievances are addressed in a timely and effective manner, we have established a well-defined mechanism that includes one-to-one meetings, feedback surveys, and association participation. Grievances can pertain to policy-related issues such as working conditions, health and safety practices, data breach and cybersecurity or employee misconduct at any level, whether it involves workers or management. Our aim is to foster a culture of transparency, accountability, and continuous improvement, where everyone's voice is heard and valued.

Apraava Energy has provided various channels for employees and contractual staff to express their grievances. The various fora available to our people to make themselves heard are listed below:

### Avenues available to Employees and Contractual Staff for sharing Grievances

#### Whistleblowing Policy

This policy enables employees to report misconduct within company premises

#### Internal Committee under the Sexual Harassment of Women at Workplace Act, 2013

Employees and contractual staff can contact any member of the Internal Committee, whose names and contact details are displayed at prominent locations in offices, under the Sexual Harassment of Women at Workplace Act, 2013.

#### Monthly Meetings for Contractual Staff

These are held in the presence of the department engineer, HR, and contractor representative.

#### Complaint Dropbox

A complaint dropbox is placed at the entrance of JPL for contractors to submit their grievances, if any.

#### Open House Platform

It informs employees about future business plans and answers their work-related questions.

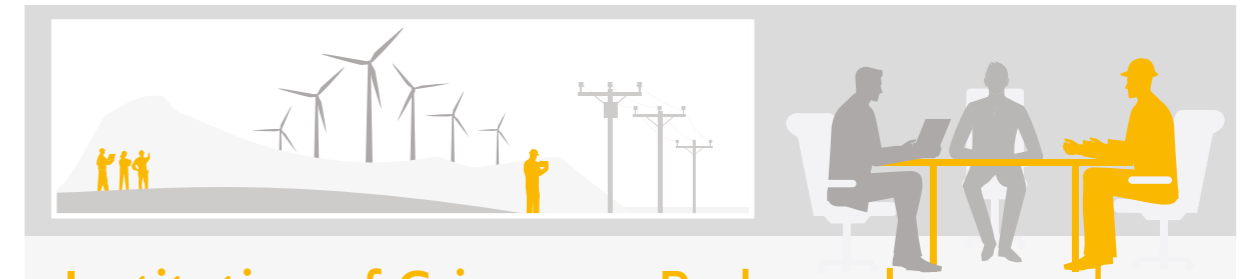
#### Satisfaction Surveys

We have a mechanism for conducting satisfaction surveys for our contract staff. Through the surveys, we aim to gather insights and feedback, enabling us to improve the work environment and address concerns, if any. By actively engaging with our contract staff, we foster an inclusive and supportive workplace culture that values their contributions and prioritizes their well-being.

Additionally, we also conduct a biannual employee engagement survey for all employees.

An effective grievance redressal process is crucial to gain trust, respect, and confidence from stakeholders, and to address their concerns while promoting a positive culture within the Company. At Apraava Energy, we adhere to the following steps whenever a complaint is received and before the relevant committee gives its verdict.

- If possible, relocate either the complainant or respondent to another location.
- Provide the complainant with extra leave beyond their contracted entitlement.
- If necessary, place the respondent on full paid suspension during the inquiry period.



### Institution of Grievance Redressal Mechanism for Contractual staff

Jhajjar Power Limited (JPL) instituted a new Management Control Procedure (MCP) for execution, monitoring and control of grievance redressal for contractual staff in August 2022. The MCP applies to and is to be followed by all JPL engineers-in-charge who are responsible for contractor labour compliance in their respective areas. The objective is to ensure timely closure of contract staff grievances working at JPL and developing transparent and effective grievance redressal process channels.

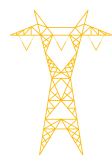
A grievance redressal mechanism to address concerns of contractual staff at our wind and solar sites, was put in place in December 2022. It aims to facilitate open and structured discussions on any grievance. The implementation is ensured by our site asset managers.

### Grievances raised by employees, workers or customers against colleagues, managers regarding workplace conditions during FY 2022-23

Principles under the National Guidelines on Responsible Business Conduct	Bribery/Corruption	Conflict of Interest
0	0	4
Working Conditions and Health and Safety	Human Rights	Customer Complaints
0	0	1 (from a local farmer about water leakage)

### Upholding Human Rights

Apraava Energy is dedicated to upholding the rights and dignity of employees in all aspects of business. The Company firmly believes in embedding the principles of Human Rights into its core values and practices, in line with International Labour Organisation's (ILO) Core Conventions and the United Nations Global Compact (UNGC) principles. With a focus on 'Sustainability through Responsibility' and 'Respect for All', we strive to create and maintain a healthy and safe work environment for all employees. Apraava Energy ensures that all employees are informed and educated about labour standards and human rights. We are committed to upholding human rights and maintaining a workplace that is free from discrimination of any kind under any grounds.



## Including Value Chain Partners in Upholding Human Rights

Apraava Energy has implemented a strict Vendor Code of Conduct and Responsible Procurement Policy Statement (RePPS), which we adhere to without exception. We expect our suppliers and sub-contractors to follow good employment practices, treat employees with fairness and respect, and ban forced or child labour. Additionally, suppliers and sub-contractors are required to uphold the rights of employees and discourage any form of discrimination against them. Apraava Energy is committed to ensuring that its entire supply chain operates ethically and responsibly, aligning with the Company's core values of 'Sustainability through Responsibility' and 'Respect for All'.

### Human Rights Training

PARAMETER	Unit	FY 2022-23
Number of hours devoted to training on human rights policies or procedures concerning aspects of human rights relevant to operations	Number of hours	1,169
Number of employees trained in human rights policies or procedures concerning aspects of human rights relevant to operations	Number of employees	370

### Human Rights Training for Security Personnel

In FY 2022-23, all security personnel at JPL were taken through sessions on gender sensitisation, prevention of sexual harassment at the workplace and grievance redressal framework.

Apraava Energy has a strong policy on prevention of sexual harassment at workplace. We firmly believe that every employee, whether they work on a regular, temporary, ad-hoc, or daily wage basis, should have the right to work in an environment that is free from any form of physical or verbal sexual advances. This policy applies not only to employees and contract staff working at Apraava Energy, but also to trainees, consultants, vendors, visitors/clients present at the workplace/extended workplace and at Company events.

Apraava Energy does not tolerate any form of sexual harassment and is committed to take all necessary steps to ensure that its employees are not subjected to any form of harassment. We have an Internal Committee with an external member who independently investigates any complaint received. In the last Financial Year, one complaint was received from a female employee, the committee carried out an enquiry, addressed the concern and closed the matter. In order to ensure that everyone is aware of the policy, we conduct regular policy awareness

sessions for all employees. By implementing this policy, Apraava Energy is committed to creating a safe and inclusive work environment for all individuals associated with the Company.

## Fair Compensation for All

Apraava Energy is committed to a remuneration philosophy that recognises individual contributions and values internal and external equity.

Our remuneration takes on board objective criteria, such as skills, experience, performance, and market benchmarks. We believe in recognising and rewarding employees based on merit and also providing opportunities for learning and development.

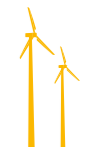
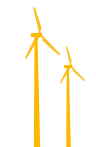
This strategy is designed to attract and retain the best talent in the industry. Our Human Resource & Remuneration Committee / Nomination & Remuneration Committee is responsible for approving performance scores and annual increments, as well as variable pay components for the Managing Director (MD) and his direct reports. For all other employees, the relevant function or asset head recommends increments and variable payouts, which are reviewed by the Head of HR and approved by the MD. Increment levels are based on the employee's job band, individual and organisational performance, as well as market data.

### Compensation Across Levels

Grade	Count of Female	Median Compensation of Female (INR million)	Count of Male	Median Compensation of Male (INR million)	Ratio of Female: Male Compensation
Senior Management	6	7.1	63	7.2	1.0
Managerial and Professional Staff	40	1.2	236	1.6	0.8
Administrative and Support Staff	19	1.0	97	0.7	1.5
<b>Total</b>	<b>65</b>		<b>396</b>		

At Apraava Energy, we ensure pay parity between men and women working full-time in the same level/grade in the same role and at the same location. Gaps in median remuneration between genders at middle and senior management is because higher proportion of women employees are at junior ends of each cohort. Our focused Diversity and Inclusion program is expected to narrow this gap over time.

At Apraava Energy, we know that our ambitions for a cleaner, greener and sustainable world can be realised by enabling our employees to contribute to their fullest potential. We seek to offer a rich and stimulating environment by providing opportunities for growth, ensuring a safe and secure workplace free from bias so that our people bring their best to the workplace. We believe that our people, along with our stakeholders, will help us bring our vision of a better world to life.



## Strengthening Occupational Health and Safety

At the heart of every successful business lies a strong commitment to safety and well-being of employees. At Apraava Energy, we firmly uphold safety of our employees, workers, and value chain partners as a cardinal value that takes precedence over any business objective. We are constantly striving to better our safe work practices and promote a 'culture of care' across operations. All of us, including members of senior management down to every individual within the organisation, we are all responsible for maintaining a generative safety culture that fosters continual growth and sustainability.

We understand that our employees' health and well-being are critical drivers of business success. To promote a culture of safety and well-being consciousness across the Company, we have implemented a robust Health, Safety, Security and Environment (HSSE) management system driven by a HSSE policy that applies to everyone within our premises, including employees and contractors.

Our HSSE policy is in line with ISO 45001:2018 - Occupational Health & Management standards. Annual audits, internal audits and third-party inspections are carried out to identify risks, address areas of concern and minimise the risk of occurrence of any accidents at the workplace.

We measure our success through individual and organisational health indices and use them to develop plans for addressing any health and well-being risks. Through this approach, we are able to identify potential risks and create effective plans to address them. Thus, in turn, solidifies our commitment to fostering a wholesome and safe environment.

To create a focus on safety, we have conducted external learning programmes on incident investigation analysis, certified first aid training, 5S trainings, fire safety awareness, best practices to avoid accidents and electrical protection for equipment.

In pursuit of the safety and well-being of our employees and workers, we work towards :

- | Identifying all HSSE risks/opportunities associated with our business activities and manage them through appropriate control measures by applying systematic risk identification and hierarchy of controls to bring them to a 'As Low as Reasonably Practicable' (ALARP) level
- | Focusing on potential Serious Injuries & Fatalities (SIF) risk exposure and eliminating / reducing them
- | Consulting and seeking participation of workers' on HSSE risks and opportunities to improve our safety performance
- | Supporting employees in returning to work following illness or injury
- | Developing a proactive and interdependent HSSE culture through systems, procedures and practices
- | Providing direction, education, training and supervision to ensure that all employees and contractors understand our HSSE expectations and consequences of non-compliance
- | Implementing security measures to prevent loss by protecting personnel, information and assets, and to ensure business continuity and productivity
- | Promoting activities of wellness, psychological health, social development and environmental care for employees, contractors and neighbouring community through timely interventions



### Preventing Gravitational Hazards - Conveyor Gallery Sheeting for Improved Site Safety at Jhajjar Power Limited (JPL) Thermal Plant

The Coal Handling Plant (CHP) Conveyor Gallery at JPL is an elevated structure that prevents fall of material and rolling objects and transports materials from the ground level. The conveyor 3A/B gallery is elevated from zero to a height of 22.5 metres and conveyor 4A/B gallery is elevated from zero to heights of up to 48.70 metres. The gallery was initially designed without side sheeting from a height of 22.5 metres and 48.70 metres which resulted in material and coal falling directly to the ground from the conveyor, creating a high-risk situation with a Potential for a Severe Injury or Fatality (PSIF) category rating.



To address this issue, a project was initiated in March 2021 to install complete outside sheeting on both sides of the conveyor gallery for 3A/B and 4A/B. The project was completed by September 2022.

The installation of the side sheeting has effectively eliminated the PSIF category risk of falling objects and improved site safety. Prior to the installation, near-miss cases were reported due to falling coal from the elevated gallery. However, after the sheeting work was completed, no material or coal has fallen from the conveyor gallery, and no near-miss cases have occurred.

The successful outcome of this project has highlighted the importance of proper design and implementation of safety measures for elevated structures. This case study serves as a reminder to prioritise site safety and implement measures to prevent potential risks.





## Prioritising Process Safety

Process safety is an important risk reduction strategy to ensure safety of people and plants. Apart from proactive incident prevention, it also helps in enhancing the reputation of the organisation.

Since FY 2020-21, our corporate HSSE team has been nominating employees from various assets of Apraava Energy for the NEBOSH UK-certified Process Safety Management (PSM) certification. The aim of this initiative is to ensure that our people learn and understand the principles of process safety management and equip them to proactively envisage and effectively mitigate major risks related to process safety in their day-to-day plant operations. This will lead to prevention of damage to life, property, and company reputation. In FY 2022-23, four employees cleared the NEBOSH PSM certification course.



## Teaming up for Safety!

To encourage knowledge sharing and collaboration on safety issues, our corporate team organises an annual HSSE Forum for HSSE heads at all sites of Apraava Energy. It is an important platform for HSSE teams of various locations to interact with each other face-to-face, build camaraderie and share learnings from incident investigations. It also provides them an opportunity to understand hazards and risks prevalent at various sites and how they can be controlled.

In FY 2022-23, 14 employees from HSSE teams of various sites participated in a two-day HSSE Forum organised on the theme 'Process Safety' at Jaisalmer in Rajasthan. Participants discussed steps taken to improve safety performance and the results achieved at their respective assets. Through brainstorming activities, the participants learnt about teamwork, improved coordination, alignment of goals and framing of objectives and targets. All representatives visited two windfarms i.e., Tejuva & Sipla where employees from other assets got the opportunity to see wind turbines in motion, interact with the site team, understand the functioning of wind turbines, learn about wind farm operations and process safety challenges as well as initiatives taken.



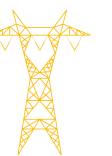
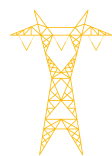
## Robotic Dredger for Reservoir Desilting

A robotic desilting project was initiated at the Jhajjar Power Limited (JPL) reservoir in February 2022 and completed in October 2022. The primary objective of this project was to prevent risks to human life by eliminating the need for manual intervention in or near deep water and inaccessible work environments. This was achieved by using a robotic system to desilt and dredge the water body, eliminating the risk of drowning and other hazards associated with working in water.

The project involved a robotic system to desilt and dredge water bodies, setting up remote monitoring that eliminates entry into the reservoir, and assembly of a floating electrical installation with adequate insulation, which was then safely lowered into the reservoir as per the approved lifting plan under personnel supervision. This was carried out as a one time initiative.

The outcome of this project was the successful and safe removal of 118,000 cubic meters of silt from the reservoir in 240 days online, without hampering routine operations. The innovative technology used in this project allowed for the safe operation of robots in tight spaces and dangerous environments without risking the lives of human divers. Monitoring of the project was carried out from the base station, which was set up at the bank of the reservoir in portacabins, eliminating the need for working inside deep water.

One of the significant benefits of using robots in this project was their ability to operate in nil visibility work environments, ensuring efficient and continuous operations. This is an excellent example of the successful implementation of innovative technology to eliminate risks to human life and prevent damage to aquatic life. The project's outcome has demonstrated the benefits of using robots in hazardous and challenging work environments and provides a strong case for their use in future projects of this nature.



### Occupational Health and Safety Performance Indicators:

Safety Indicators	Category	FY 2020-21	FY 2021-22	FY 2022-23
Loss Time Injury Rate (LTIR) [per one million man hours worked]	Employees	0	0	0
	Contractors	0.45	0.14	0.33
Total Loss Time Injuries	Employees	0	0	0
	Contractors	3	1	3
Total Recordable Injury Rate (TRIR) [per one million man hour worked]	Employees	0	0	0
	Contractors	2.38	2.01	2.62
Total Recordable Work-related Injuries	Employees	0	0	0
	Contractors	16	14	24
No. of Fatalities	Employees	0	0	0
	Contractors	0	0	0
No. of Occupational Diseases	Employees	0	0	0
	Contractors	0	0	0

### HSSE Quiz

To build safety related awareness across the entire workforce, the corporate HSSE team organises fortnightly safety quizzes for all employees of Apraava Energy. The main purpose of the HSSE quiz is not to test their knowledge but to strengthen HSSE awareness amongst employees. The average direct participation per HSSE quiz is around 90 employees and approximately 250 employees read the correct answers every fortnight. It is an ongoing initiative since FY 2018-19. Lucky winners are handed out souvenirs by the Company.



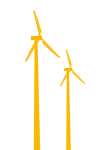
## Suraksha Samaroh – Safety Month Celebration

JPL places a high value on safety, and this was reflected in their observance of January 2023 as 'Safety Month'. The month-long event, 'Suraksha Samaroh' began with a flag-hoisting ceremony, a safety oath-taking event, and safety messages delivered to all employees and contract partners by the plant head.

The month-long programme focused on four areas: Gravitational Energy (Falling Objects), Road Safety, Process Safety, and Hand Safety. These areas covered hazards associated with falls of both people and materials, safe driving and operation of heavy machinery, permit-to-work systems, hand protection, and more.

JPL's commitment to safety was demonstrated through a range of activities, including a leadership message on safety during a mass toolbox talk, training programs on various safety topics, inspection programs for vehicles, machinery, and tools, and a hazard hunting drive to immediately resolve safety observations. They also employed safety interventions such as 'Stop Work Authority' and displayed safety signage in various locations.

JPL's Safety Month observance is an excellent case study on how a company can prioritise safety and implement various programmes and activities to promote safety awareness and prevent accidents. By dedicating an entire month to safety, JPL is sending a clear message that safety is a top priority, and they are taking concrete steps to ensure that their employees and partners are safe at all times.



## HSSE Event Management Guidelines

Safety vigilance during special celebrations and events is ensured through our HSSE Event Management Guidelines. These guidelines support the staff members of organising departments to successfully plan and manage events from the perspective of ensuring safety of all attending employees. These guidelines are applicable to all events and activities organised by Apraava Energy's businesses even outside the company premises.

### Safety Partnership Plan at Renewable Sites

For Apraava Energy's RE portfolio, there was a need for a programme that nourishes an open and thriving safety 'culture' co-owned by both Apraava and its partner OEM. The intention was to get the safety teams at our RE sites and OEM safety teams to collaborate and identify safety gaps, causes of incidents, and bring about resolution of such gaps together by sharing successes and failures in a spirit of 'partnership'. Thus, a programme called Safety Partnership Plan (SPP) was initiated. It had two-fold objectives:

- To foster partnership between OEMs and Apraava Energy teams to continually improve HSSE standards and achieve 'Zero Incidents' every day.
- Be recognised as the best HSSE culture/performer within Apraava Energy and OEM partner's combined portfolio.

With a strong 'partnership', the SPP would continue to evolve constantly to deliver sustained performance and help achieve operational excellence.

Thus, the focus is to become one of the leading performers of HSSE practices (with an emphasis on safety), not just in India but at par with global standards and practices.



### Guarding our People from Patrolling Hazards at Transmission Sites

Working at transmission assets exposes workers to many dangers during regular patrolling and maintenance activities. One such danger is being bitten by snakes. Our safety teams at Satpura Transco Private Limited (STPL) and Kohima-Mariani Transmission Limited (KMTL) provide workers with snake gaiters or snake guards that protect their lower legs from fatal snake bites, painful cacti needles and other dangers while working in hilly terrain, bushes, desert or forests.

Apart from this, first aid, Cardiopulmonary Resuscitation (CPR), fire-fighting training and mock drills are also conducted at STPL and KMTL for all workers and employees through third parties.

## HSSE Due Diligence of New Assets

At Apraava Energy, HSSE Due Diligence is recognised as an essential component of the contractual Due Diligence process undertaken while assessing potential transactions like bidding or acquisition of new assets, projects or plants. The HSSE Due Diligence includes but is not limited to safety & health management systems, incident experience, environmental and security aspects, legal requirements, compliance records, potential HSSE risks, liabilities and estimated costs for remediation, etc.

### Prevention of Gravitational Hazards at Sidhpur

Apraava Energy initiated commissioning of its largest wind farm at Sidhpur with a capacity of 250 MW. In order to safeguard our workers from gravitational hazards prevalent on site, we have undertaken the following initiatives:

- Global Wind Organisation (GWO) and in-house work at height and rescue training is mandatorily provided to all workers. Only skilled and experienced height workers are allowed to work on site
- Minimum standards have been set for height works such as experience of at least three years in working at heights
- Wherever possible, use of mechanised tools for work are promoted, such as usage of Mobile Elevating Work Platform (MEWP) for Wind Turbine Generator (WTG) lattice ground assembly works instead of manual climbing
- Usage of crane from 50 tonnes to 800 tonnes to reduce human efforts during height works
- Implementation of 100% fall prevention plan implemented during height works
- Implementation of buddy system during height works. For every height works team, two experienced height workers are selected as supervisors during work at height for Extra High Voltage (EHV) transmission line and WTG erection works
- Ensuring availability of proper communication tools such as walkie talkie, megaphone, etc.
- Provision of safety net during WTG erection
- 100% certified lifting equipment and operators are selected for work
- For climbing and working on WTG, installed lifts are certified by a competent authority before they are used
- Lone working at height is strictly not allowed on site
- Fully equipped ambulance with trained paramedic is available on site at all times. Blood pressure monitoring is compulsory for all workers before climbing
- Reward and penalty system is in place for working-at-height team and settled on monthly basis

We have institutionalised the highest standards of safety and well-being for all those who work at our sites. By promoting a culture of safety above everything else, we ensure that the focus is on identifying gaps and managing them rather than finding faults. Our aspirations for a better world are powered by our people and their safety and well-being will always be a priority for us.

