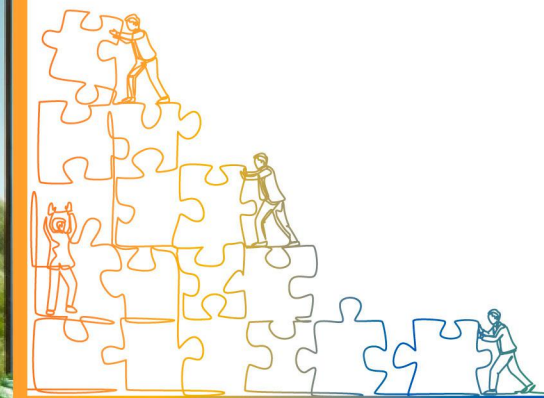




VISIT OF CLPH CHAIRMAN SIR MICHAEL KADOORIE & DIRECTOR MR. PHILIP KADOORIE



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



At Apraava Energy, our employees are essential to our success, driving growth and helping us achieve our vision. Their dedication and hard work form the foundation of our progress. We prioritize creating an environment that supports their holistic well-being and helps them achieve their personal and professional goals. In a world constantly changing with new industry trends, technological advancements, and innovative breakthroughs, we recognise the importance of attracting and retaining top talent. This is essential for our ambitious growth plans.

Nurturing a culture of high performance and active engagement is key to our success. We are committed to strategies that promote the growth and development of our people, ensuring they have the skills needed to execute our business strategies and contribute to our sustainable future.

Our human resource strategy aligns with our key organisational goals and strategic priorities. It addresses workforce challenges, fosters growth, and promotes beneficial outcomes for both our employees and the Company. Informed and guided by inputs from our leadership, insights from our employees, and industry trends, we have identified strategic pillars that enhance our employee value proposition and strengthen our employer brand.



Our HR Strategy Pillars



Governance & Stakeholder Management

We uphold transparent and ethical practices, embodying the spirit of our commitments, fostering trust and accountability with our stakeholders.

Diversity, Equity & Inclusion

We strive to create a diverse and inclusive workplace where every employee feels valued and empowered.



Talent Management & Organisational Development

We are committed to investing in our people, providing opportunities for continuous learning and career advancement.

Health & Well-being

We aim to prioritise the holistic health and well-being of our employees, promoting a balanced and supportive work environment.



Digitalisation

We are committed to leveraging technology to streamline processes and enhance productivity across the organisation. By focusing on these areas, we aim to create an exceptional workplace that supports our employees, fosters a culture of excellence and engagement, and drives our collective success.

Our strategic pillars explicitly connect to our overarching goal of fostering a culture of excellence and engagement. To achieve this, we have implemented various interventions and initiatives that support each of these pillars. Below, we detail our efforts and achievements in each area, demonstrating our commitment to nurturing our workforce and driving our collective success.

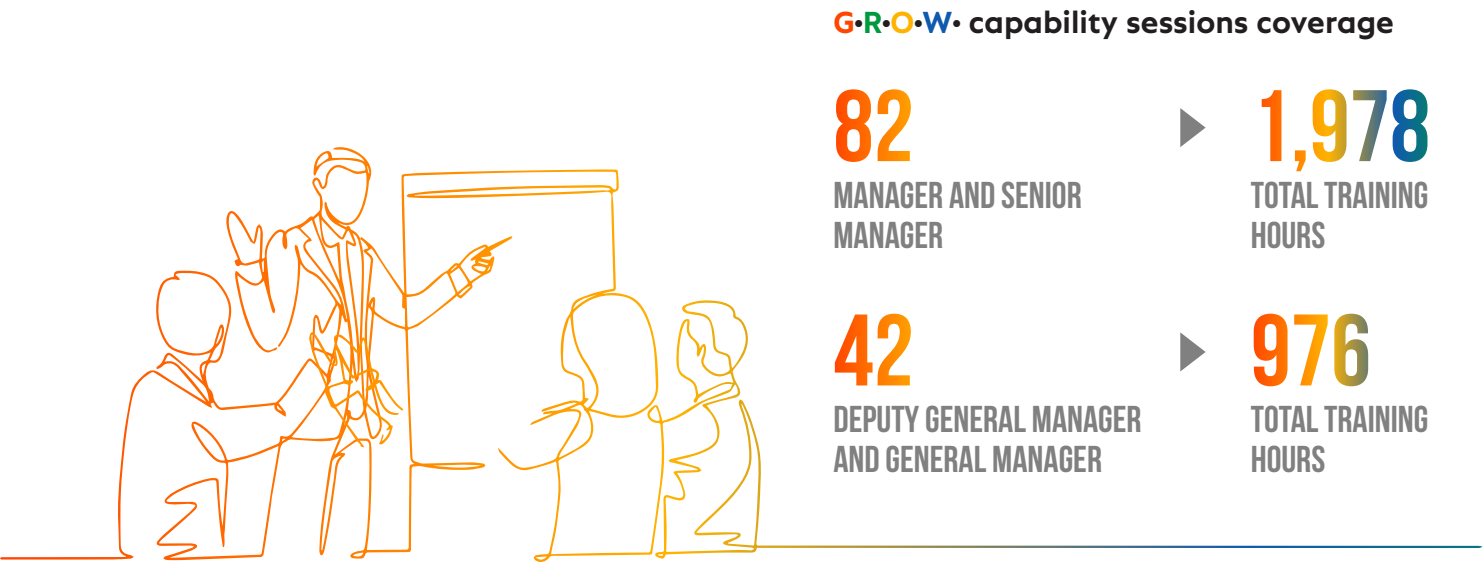
G•R•O•W• Journey and Leadership Development

We are dedicated to strengthening the synergy of values and competencies in every way possible. In 2021, we launched the G•R•O•W• Competency Framework, a significant step in our journey of building future leaders within the Company. G•R•O•W•, an acronym for Growth Mindset, Result Orientation, Openness to Change, and Working with Synergy, was developed with inputs from our mid-to senior-level employees to identify key competencies, behaviours, and strengths essential for our growth.



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The **G•R•O•W•** framework aims to inculcate and further develop these competencies at both individual and cohort levels through focused interventions. This integrative approach to learning includes in-person



sessions and peer-to-peer learning, promoting experience sharing and practical problem-solving.

The **G•R•O•W•** development journey, which was initiated in FY 2022-23 for 124 of our mid to senior-level employees, continued and was completed for this cohort in FY 2023-24. This comprehensive program included in-person sessions for each of the four competencies, group coaching sessions, and periodic learning nuggets, all designed to help participants navigate and overcome professional challenges.

Our goal is to embed the **G•R•O•W•** competency framework through all our human resource processes. We are currently implementing a phased approach to integrate this framework into key operational areas such as hiring, performance management, rewards and recognition. Hiring managers are being trained to conduct competency-based interviews to identify critical behaviours, and employees receive feedback on success behaviours during performance discussions. This ongoing effort ensures that these competencies become deeply ingrained in our processes, strengthening and streamlining our people practices.

In FY 2024-25, the focus will be on extending competency sessions to employees at levels (from Assistant to Executive & Assistant Manager to Deputy Manager) not previously covered. This will include 330+ employees at these levels.



Pinnacle Leadership Development Program

As part of our Leadership Development initiatives, we are engaging 20 of our senior leaders in a comprehensive, longitudinal leadership development journey this year. This program is designed to enhance the competencies of future leaders.

In September 2023, we embarked on this journey to prepare them for Apraava Energy’s evolving future needs and upcoming leadership transitions. The program is divided into two phases – Assessment and Development, for which we partnered with globally reputed organisations. The partners collaborated extensively with our senior leadership to curate a comprehensive program tailored to Apraava Energy’s specific requirements.

During the Assessment phase, leaders underwent detailed psychometric testing, individual verbal 360-degree feedback sessions, behavioural event interviews, debriefings of their individual reports, and the creation of Individual Development Plans.

The Development phase is currently underway. Participants are receiving detailed inputs on their collective and individual growth through in-person sessions and group coaching.

Embracing Diversity, Equity & Inclusion: Finding Our Ikigai

“Ikigai” - a Japanese concept meaning “a reason for being” - embodies our commitment to creating a workplace where every individual finds purpose and fulfilment. At Apraava Energy, we believe that by embracing diverse perspectives and fostering an inclusive environment, we empower our employees to discover their Ikigai and contribute meaningfully to our collective success.

In 2021, we set an ambitious target to enhance representation, aiming to increase it from the existing 12% to 15% by 2023. Through concerted and intentional efforts, we achieved this milestone, demonstrating our commitment to diversity and inclusion. This accomplishment was a result of the collective dedication of all employees, who recognised the value and importance of this aspiration. Building on this success, we are now focused on further improving gender representation within our organisation.

Building a diverse, equitable, and inclusive workplace is a strategic priority for Apraava Energy. We are continuously striving to make the Company a frontrunner in this area within the sector and the industry at large. Some of the key Diversity, Equity & Inclusion (DE&I) initiatives undertaken during the last financial year towards this goal have been detailed below:

- ✦ We rolled out our commitment to DE&I and our Human Rights policy last year. This has been communicated to all employees within the organisation.
- ✦ We have committed to hiring at least 50% women through campus recruitments. During FY 2023-24, we hired 75% women through campus recruitments, surpassing our goal.
- ✦ We took the Women Empowerment Principles (WEP) gap analysis survey and have been included in the ‘Achiever’ category.
- ✦ Our DE&I calendar focuses on a theme for each month, offering engaging activities, enlightening sessions, and vibrant events. These initiatives are designed to deepen employees’ understanding, foster greater awareness, celebrate diversity, and nurture an environment of inclusivity.
- ✦ Our DE&I Council consists of the entire leadership team of Apraava Energy, led by our Managing Director. The council meets every quarter to take stock of the progress made on our commitments and stay on the path we have chosen.

Our journey towards greater diversity and inclusivity continues, driven by our shared belief in the transformative power of an inclusive workplace culture. Together, we are building a supportive and inclusive environment where everyone can thrive and find their reason for being.

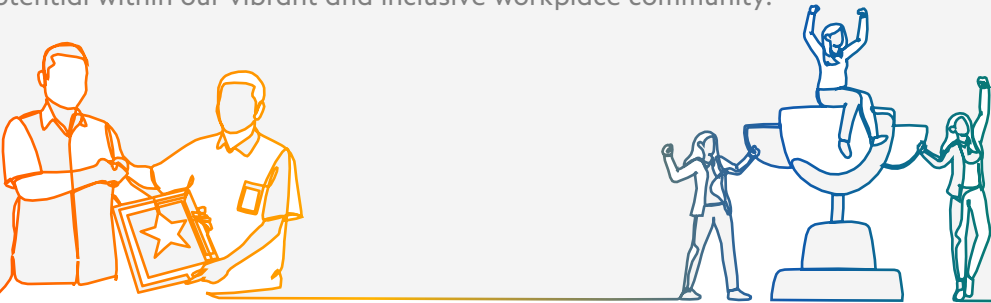
Diversity at Apraava Energy

Groups	Male	Female	Below 30 years	30-50 years (including 30 & 50)	More than 50 years
Employee	434	74	45	396	67
IEX	6	1	0	2	5
SWG	8	3	0	7	4
DE&I Council	6	5	0	4	7
Board of Directors	4	0	0	0	4

Transforming Apraava Energy's Employer Value Proposition Journey

At Apraava Energy, our commitment to excellence extends beyond delivering superior energy solutions; it encompasses creating an exceptional employee experience. In our relentless pursuit of this vision, we embarked on a transformative journey to articulate our Employer Value Proposition (EVP).

- Initiating Change:** Our EVP journey was crafted into three distinct phases, each aimed at elevating our workplace culture and reinforcing our position as an employer of choice. The inaugural phase, spanning from October 2023 to February 2024, started with an organisation wide engagement survey. Post this, through interactive sessions and Focus Group Discussions (FGDs), we engaged with leaders and employees across the organisation, connecting with over 40% of our workforce.
- Defining Moments:** The launch of the Employee Engagement Survey in October 2023, saw an impressive participation rate of 97%. This overwhelming response underscored the genuine commitment of our employees to shaping the future of Apraava Energy. The survey yielded an overall engagement score of 84%, a testament to the collective passion and dedication thriving within our organisation. This remarkable achievement culminated in Apraava Energy receiving certification as a 'Great Place To Work', affirming our unwavering commitment to fostering a culture of excellence.
- Articulating the EVP:** Transitioning into the second phase of our EVP journey, our focus shifted towards articulating Apraava's distinctive EVP. Currently underway, in this phase we endeavour to encapsulate the essence of Apraava Energy's unique identity and culture.
- Continued Journey:** The third phase which will commence in FY 2024-25 will focus on capability building in our people managers with the objective of delivering the EVP. Looking ahead, our journey will continue with an emphasis on cascading the EVP throughout our organisation, ensuring its seamless integration into every facet of Apraava life. By bringing our EVP to life for Apraava employees, we aim to empower and inspire each individual to realise their full potential within our vibrant and inclusive workplace community.



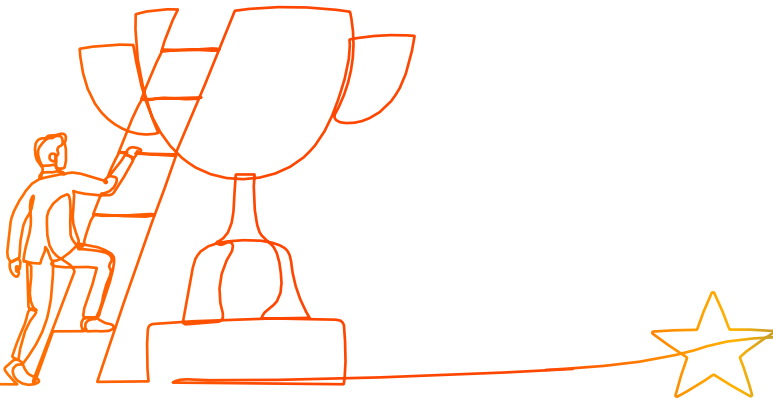
Employee Well-Being

Another critical aspect of our organisational ethos is Employee Well-being. Just as we strive to create an inclusive environment where every individual feels valued and empowered, we are equally committed to nurturing the holistic health and well-being of our workforce. Our initiatives and programs aim to support the well-being of our employees, ensuring they thrive both personally and professionally. Some of the sessions conducted for employees under the health & wellbeing umbrella include Managing Health in Summers, Financial Planning, Caring for Aging Parents, Self-assessing Your Health, Ophthalmic Health, How Food Affects Mood, Osteoporosis, Men's Mental Health, Prioritising Yourself, Adult Immunisation, and Palliative Care.

At JPL, a range of programs and initiatives aimed at enhancing staff health and well-being, including preventive camps, health promotion

camp, and screenings for communicable and non-communicable diseases were conducted. Key initiatives like Project Sunshine (a vitamin D supplementation program), addressing emerging lifestyle risks such as BMI, blood pressure, diabetes, dyslipidaemia, and the Anaemia Eradication Program, were some of the notable efforts. Acknowledging the significance of mental and emotional well-being in the workplace, JPL also conducted psychological health assessments and provided counselling services to support our employees' mental and emotional well-being.

All our employees receive comprehensive health, accident, and life insurance coverage, complemented by inclusive maternity and paternity benefits. Recognising the link between our employee performance and organisational success, we continuously review and benchmark our people policies and practices.



Total Staff at Apraava Energy

Particulars	FY 2021-22			FY 2022-23			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	55	5	60	63	6	69	61	6	67
Managerial and Professional Staff	240	31	271	236	40	276	272	49	321
Administrative and General Staff	90	18	108	97	19	116	101	19	120
Total	385	54	439	396	65	461	434	74	508
Contractual Staff	2,397	42	2,439	2,736	43	2,779	2,909	50	2,959

New Hires, Average Age and Attrition Rates

Particulars	FY 2021-22			FY 2022-23			FY 2023-24		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
New Hires	28	6	34	62	19	81	87	16	103
New hires rates rate (%)	7.4	11.2	7.9	15.7	29.2	17.5	20.0	21.6	20.2
Average Age of employees		39			39			39	
Turnover count	26	5	31	46	7	53	37	7	44
Attrition Rate (%) (12-month moving average)	6.3	9.4	6.7	12.0	11.5	11.9	9.0	9.8	9.1

New Hires and Attrition Rates (Age Wise)

Particulars	Attrition Number	Attrition Rate (%)	New Hire Number	New Hire Rate (%)
Below 30 years	5	11.1	20	44.4
30 to 50 years (including 30 and 50)	37	9.3	79	19.9
More than 50 years	2	3.0	4	6.0



Transforming the Reward & Recognition Framework at Apraava Energy

At Apraava Energy, we value and celebrate the exceptional contributions of our employees. With this ethos in mind, we embarked on a transformative journey to revamp our Rewards & Recognition (R&R) framework, aligning it with our Purpose-Vision-Mission-Values Framework and organisational culture.

- ✦ **Initiating Change:** Following the launch of our Purpose-Vision-Mission-Values Framework, we recognised the need to embed our core values into every aspect of our organisation. We began by engaging with a group of senior leaders to facilitate values conversations. Through a comprehensive Train the Trainer workshop, these leaders became catalysts for cultural change, spreading the essence of our values throughout the organisation.
- ✦ **Designing the Framework:** Simultaneously, we turned our attention to revitalising our R&R framework. Drawing upon insights from a diverse group of representatives spanning various levels and functions within the organisation, we crafted a framework that was not only aspirational but also deeply meaningful. Building upon existing recognition categories, such as Service Excellence, Special Mention, Spot Awards and Long Service, we introduced innovative new categories that reflected our values and organisational priorities.
- ✦ **Broadening Recognition:** The revamped R&R framework features a diverse array of award categories, including the Values Champion award, which recognises employees who consistently embody our core values in their actions and behaviors. The Catalyst of Change award celebrates individuals who actively contribute to social responsibility initiatives, while the Dream Team award acknowledges collaborative efforts that drive exceptional results. Additionally, the Transformers Award highlights innovative thinking and problem-solving that positively impacts our organisation's growth and success.
- ✦ **Impact and Benefits:** The introduction of these new award categories has broadened the scope of our employee recognition program, fostering a culture of appreciation and empowerment. Employees feel valued and motivated to continue delivering exceptional performance, knowing that their efforts are recognised and celebrated. The revamped framework has refreshed employee commitment, strengthened our positive workplace culture, and inspired operational excellence across the organisation.
- ✦ **Conclusion:** The transformation of R&R framework at Apraava Energy stands as a testament to our commitment to recognising and rewarding the outstanding efforts of our employees. By embedding our core values into our recognition practices and introducing innovative award categories, we work towards creating a culture where every contribution is valued and celebrated. As we continue on our journey of organisational excellence, our revamped R&R framework will serve as a powerful tool for driving employee engagement, retention, and overall success.

Employees’ Performance and Career Development Review
(for permanent employees who received regular reviews)

Employee Category	Gender	FY 2021-22	FY 2022-23	FY 2023-24
Senior Management	Male	55	60	61
	Female	5	6	6
Managerial and Professional Staff	Male	229	215	238
	Female	27	28	46
Administrative and General Staff	Male	82	87	94
	Female	19	26	17

At Apraava Energy, we’re committed to developing talent. We ensure that all permanent employees undergo regular performance and career development reviews. These structured assessments provide invaluable insights, help us understand each employee’s goals and how they’re doing. By encouraging open feedback, we create a space for genuine conversations with our employees. These discussions help us understand their goals, strengths, and areas where they can grow. It’s about building a supportive environment where everyone can thrive. Through these reviews, we show our commitment to nurturing a workplace where every individual can reach their full potential.

Employees who opted for Parental Leave

Parameter	Unit	Male	Female
Employees entitled for parental leave	Number	434	74
Employees that took parental leave during the reporting period	Number	20	0
Employees that returned to work in the reporting period after parental leave ended	Number	20	NA
Return to Work rate for Employees	%	100	NA
Employees that took parental leave and returned in the year prior to the reporting period	Number	21	5
Employees that took parental leave in the year prior to the reporting period and were employed 12 months after their leave end date	Number	16	3
Retention Rate for Permanent Employees	%	76	60

*For FY 2023-24, none of the female employees availed parental leave.

Digitising the ‘Right Environment at Work (REW)’ Initiative



Background:

We are committed to fostering a conducive work environment for all our employees, including contracted staff. To achieve this, the Right Environment at Workplace (REW) initiative was introduced some years ago at Jhajjar. Initially conducted through in-person sessions, REW focused on educating contracted partner staff on essential workplace aspects such as anti-harassment protocols, gender sensitisation, respect, and statutory benefits.



Challenges:

While the in-person sessions were effective, they posed challenges in terms of accessibility and scalability. The need to enhance the initiative’s reach and impact by leveraging digital technology was recognised.



Solution:

The REW sessions were transitioned to a digital platform, implementing two key changes to enhance accessibility and engagement:

- REW Awareness Videos: Audiovisual were deployed in the canteen, allowing staff to learn during breaks. These videos provided valuable insights and reminders about workplace protocols and expectations.
- Online Assessment Kiosk: To assist staff in identifying areas for development, an online assessment kiosk was introduced in Hindi. This interactive tool enabled the staff to assess their knowledge and understanding of workplace practices and receive immediate feedback.



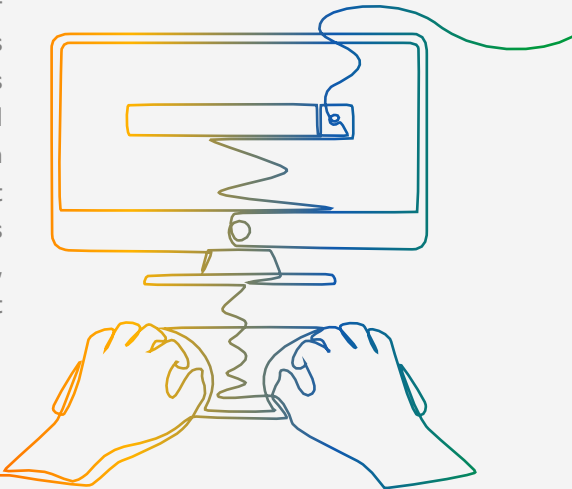
Impact:

The transition to a digital platform has significantly enriched the experience of contracted staff participating in REW sessions. By providing accessible and engaging digital resources, JPL has ensured a consistent and standardised message across all sessions. Moreover, the digital module has facilitated scalability, allowing the initiative to reach a broader audience.



Future Outlook:

JPL firmly believes that moving the REW sessions onto a digital platform will not only enhance the experience of contracted staff but also contribute significantly towards the sustainability of awareness initiatives in the long run. We remain committed to leveraging technology to create an inclusive and supportive work environment for all its employees. Given the success witnessed with this digital initiative, Apraava Energy plans to implement it across its other sites.



Maximising Human Potential through Continuous Learning

At Apraava Energy, we endeavour to promote a culture of learning and skills improving. The development programs, collaborations with professional institutes, online learning platforms, certifications, cross-functional projects, and knowledge-sharing sessions provide our employees with opportunities to expand their expertise and thrive in their roles.

Our employee-centric development strategy aims to identify and address learning needs effectively. Top-level themes and focus areas for Learning & Development (L&D) are collaboratively identified with function and asset heads, ensuring alignment with organisational objectives. Inputs from employees and managers, alongside formal discussions, inform the identification of development and training needs across functional, behavioral, and Health, Safety, Security, and Environment (HSSE) domains.

Opportunities are made for On-the-Job Training (OJT), involvement in Special Task Forces (STFs), and participation in Cross-Functional Teams (CFTs). Internal mobility opportunities further enrich employees’ job roles, offering valuable additional experiences.

Our learning initiatives encompass both online and classroom-based instructor-led courses tailored to develop behavioral, and technical competencies. A comprehensive skill matrix development exercise ensures our technical functions at JPL are equipped to meet current and future organisational requirements.

Recognising the distinct challenges encountered by employees stationed in remote locations, we have adopted a tailored approach to their development. Acknowledging their limited access to conventional learning resources like classroom training and networking opportunities, we have established the Renewable University as an engagement platform.

Through collaborations with esteemed institutions such as the National Power Training Institute (NPTI), we offer customised courses on energy storage systems, solar power plant designs, and regulatory frameworks in the power sector. These initiatives not only align remote employees with organisational requirements but also cater to their individual aspirations, ensuring their professional growth and success.

Learning Day Efforts by Renewable University



Learning Sessions with Training Day Efforts under Renewable University (Renewable Operations function)

Type of Intervention	Learning Effort (Training days)
Certification Programs	569
Skills building sessions	264
G.R.O.W. Developmental Interventions	32
Special Task Force Sessions	25
Total	890

Investment in Employee Training and Development Activities

INR million



Employee Training and Coverage (in training hours)

Likewise	Parameter	FY 2021-22			FY 2022-23			FY 2023-24		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	Training Hours	2,897	583	3,480	2,663	1,178	3,841	3,247	440	3,687
	% covered	98	100	98	86	100	87	100	100	100
	Training hrs./emp.	53	117	58	42	196	56	53	73	55
Managerial and Professional Staff	Training Hours	15,831	1,777	17,608	15,074	2,033	17,107	16,842	3,415	20,257
	% covered	100	100	100	89	90	89	96	98	96
	Training hrs./emp.	66	57	65	64	51	62	62	70	63
Administrative and General Staff	Training Hours	3,544	805	4,350	1,997	659	2,656	3,959	817	4,776
	% covered	88	100	90	80	95	83	97	100	98
	Training hrs./emp.	39	45	40	21	35	23	39	43	40
Total	Training Hours	22,273	3,164	25,437	19,734	3,870	23,604	24,048	4,672	28,720
	% covered	97	100	97	86	92	87	97	99	97
Overall Training	hrs./emp.	58	59	58	50	60	51	55	63	57

* hrs./emp. - Hours per Employee

Gyan Sarovar: Building our Reservoir of Knowledge

In June 2023, Apraava Energy introduced the Gyan Sarovar platform in response to the growing need for structured knowledge sharing within the organization. This initiative stemmed from engaging dialogues with internal experts, aimed at refining and selecting discussion topics that resonated with our workforce.

The bi-monthly sessions generate considerable interest and participation among our staff. Covering a diverse array of subjects such as Process Safety, Personal Finance Management, Non-Utility Energy Business, Transmission Technicalities, Renewable Industry Dynamics, and Business and Human Rights, these sessions provide invaluable insights and learning opportunities for employees across all levels.

As Apraava Energy progresses, the knowledge shared through Gyan Sarovar will serve as a vital repository, fostering continuous growth and development within our workforce. By leveraging the collective expertise within our organisation, we aim to empower our employees and drive innovation and excellence across the board.



Grievance Redressal

At Apraava Energy, we encourage open communication, honest feedback and address any concerns that may arise. We understand that grievances can occur from time to time, whether related to policies, working conditions, health and safety, data security, or employee conduct.

To ensure fair and prompt resolution, we have implemented a grievance redressal mechanism that includes one-on-one meetings, feedback surveys, and association participation. We also educate our stakeholders on this process, promoting a culture of transparency and accountability where every voice matters.

We provide various channels for both permanent employees and contract personnel to raise their grievances, ensuring that complaints are handled promptly and impartially. Additionally, we take steps to protect the complainant from any potential harassment during the investigation, such as granting additional leave if needed.

Key Apraava Energy Grievance Redressal Policies at a Glance

- ✦ **Whistleblowing Policy**
Policy in place for reporting misconduct
- ✦ **Internal Committee under Sexual Harassment of Women at the Workplace Act, 2013**
An accessible Internal Committee to handle issues under the Sexual Harassment Act
- ✦ **Monthly Meetings for Contractual Staff**
Meetings involve department engineers, HR and contractor representatives
- ✦ **Complaint Dropbox**
A complaint drop-box at the entrance at JPL for contractor grievances
- ✦ **Complaints Register**
A complaint register is kept at RE, Transmission and other assets and the process to raise complaints is prominently displayed
- ✦ **Open House Platform**
Open communication on future strategies and response to work-related queries
- ✦ **Satisfaction Surveys**
Satisfaction surveys are conducted with contract staff to gather feedback and addressing any potential concerns

Grievances raised by various Stakeholders

Principles under the National Guidelines on Responsible Business Conduct	0
Working Conditions and Health and Safety	0
Bribery/Corruption	5
Human Rights	0
Conflict of Interest	3 employees declared a potential conflict of interest which on review was not found to be a conflict of interest
Customer Complaints	0

Upholding Human Rights

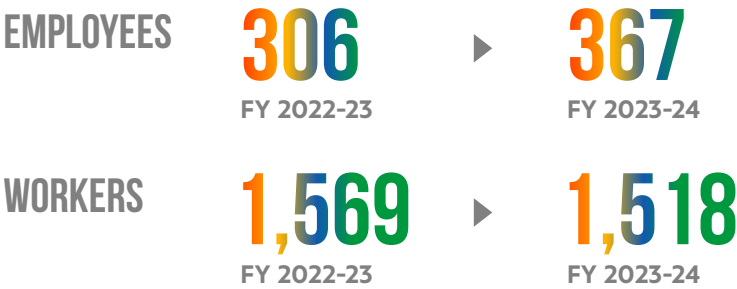
At Apraava Energy, we are committed to upholding human rights and dignity in every aspect of our business operations. Our Human Rights Policy is aligned with the International Labour Organisation’s (ILO) Core Conventions and the principles of the United Nations Global Compact (UNGC). Our Human Rights policy, introduced last year, outlines clear guidelines to ensure the rights of our employees and stakeholders are upheld. We prioritize educating our employees on labor standards and human rights, and actively work to create a workplace free from discrimination and prejudice.



Integrating Human Rights in our Value Chain

Apraava Energy strictly enforces its Vendor Code of Conduct and Responsible Procurement Policy Statement (RePPS). We mandate that our suppliers and subcontractors uphold ethical employment practices, ensure fair treatment of employees, and prohibit forced or child labour in any form anywhere. We are unwavering in maintaining an ethical and responsible supply chain aligned with Apraava Energy’s core values, ‘Sustainability through Responsibility’, and ‘Respect for All’.

Employees and workers training on human rights issues and policy



At Apraava Energy, we maintain a stringent policy against sexual harassment at the workplace, asserting the right of all regular, temporary, ad-hoc, or daily wage workers to a harassment-free environment. This Policy extends beyond employees and contract staff, safeguarding trainees, consultants, vendors and visitors or clients at our workplace, extended workplace, or company events. To maintain policy awareness, we routinely conduct sessions for all employees, thereby reinforcing Apraava Energy’s commitment to fostering a secure and inclusive workspace.



Fair Compensation for All

At Apraava Energy, our remuneration philosophy is grounded in objective criteria such as skills, experience, performance, and prevailing market standards. This framework underpins a merit-based reward system, complemented by ample learning and development opportunities, aimed at attracting and retaining the best talent from the industry and within our organisation.

Our Nomination & Remuneration Committee oversees the budget approvals for annual increments and incentives, performance ratings and annual raises for the Managing Director and his direct reports. For other employees, increments and variable payouts are recommended by respective function or asset heads, reviewed by the Head of Human Resources, and ultimately approved by the Managing Director. Increase and incentive budgets within the overall approval budgets and guidelines are articulated, considering factors like the employee compa-ratio, individual performance, and market benchmarks.

At Apraava Energy, we are committed to upholding pay equity between men and women in comparable roles. Median pay between men and women at different levels is consciously reviewed for bias and disparity at the time of every annual increment cycle.



Compensation Across Levels at Apraava Energy (gender wise median and ratio)

Grade	Count of Females	Median Compensation of Females (INR million)	Count of Males	Median Compensation of Male (INR million)	Ratio of Female: Male Compensation
Senior Management	6	7.8	61	6.9	1.1
Managerial and Professional Staff	49	1.4	272	1.7	0.8
Administrative and Support Staff	19	1.1	101	0.75	1.5
Total	74	-	434	-	-



Strengthening Occupational Health and Safety

We are committed to enhancing safe work practices and instilling a proactive ‘care culture’ across our sites and operations. Every individual, from senior management to grassroot employees, collaboratively maintains this generative safety culture. It is indicative of the fact that Apraava Energy considers employee health and well-being as fundamental to business success.

With the aim of fostering safety and well-being consciousness, we have implemented a robust Health, Safety, Security and Environment (HSSE) management system. Adhering to our HSSE policy is mandatory for everyone within our premises, including employees and contractors. This policy aligns with the ISO 45001:2018 - Occupational Health & Management standards.

To guarantee safety, we conduct annual and internal audits as well as third-party inspections to pinpoint potential hazards, rectify areas of concern and lower accident risks at the workplace. Comprehensive trainings are provided to employees and workers regarding HSSE compliance and the potential implications of breaches. Our success is evaluated through individual and organisational health indices, which guide us in planning and addressing health and well-being risks. This strategy enables us to anticipate potential risks and formulate efficient safety plans. This dedicated approach reinforces our commitment to promoting a healthy and safe environment.

We also conduct incentivised Process Safety Quizzes on a fortnightly basis to disseminate and deepen knowledge on critical high-risk areas including process, flight, railway, road, home and fire safety, among others. This initiative was started in 2018 at the corporate office in Mumbai and has witnessed participation of 589 employees in FY 2023-24. These quizzes have significantly enhanced employee awareness on process safety across the organisation.



Implementation of Incident Management Software

The corporate HSSE team at Apraava Energy embarked on a mission to find a suitable incident management software that was compatible with our IT infrastructure; complied with our cyber security guidelines and could be operated on PC/ laptop and mobile applications. We had a robust eight-week timeline for implementation.

Through the proactive efforts of the HSSE team, the Benchmark Gensuite Enterprise Quick Launch Platform for Concern Reporting & Incident Management Software/Application has now been implemented at Apraava Energy. This software is widely used in the industry and the impact of

introducing this at the Company has been quite impressive.

It is set to cater to approximately 35 current and future projects, a subscriber base of around 600 employees/contractors with roughly 500 active users. This technology-based solution has enhanced concern reporting, incident management and action tracking for the Company. Additionally, our teams can add safety, health, environment, security and process safety to the standard list of incident types. Pre-configured formats for reporting and tracking have been set up, enhancing operational efficiency by simplifying the process.

Occupational Health and Safety Performance Indicators

Safety Indicators	Category	FY 2021-22	FY 2022-23	FY 2023-24
Loss Time Injury Rate (LTIR) [per one million man hours worked]	Employees	0	0	0
	Contractors	0.14	0.33	0.22
Total Loss Time Injuries	Employees	0	0	0
	Contractors	1	3	2
Total Recordable Injury Rate (TRIR) [per one million man hours worked]	Employees	0	0	1.07
	Contractors	2.01	2.89	1.55
Total Recordable Work-related Injuries	Employees	0	0	1
	Contractors	14	24	14
No. of Fatalities	Employees	0	0	0
	Contractors	0	0	1
High Consequences Work-related Injuries (excluding Fatalities)	Employees	0	0	0
	Contractors	0	0	0

Growing Stronger and Safer

In November 2023, Apraava Energy organised a three-day HSSE Forum at its Cleansolar Renewable Energy Private Limited (CREPL) solar site, attended by 16 team members from across all Company assets, including the Chief Operating Officer, Haziq Beg. The aim was to create a common platform for managers representing distinct assets, fostering coordination, goal alignment and sharing of incident investigation learnings. Among the things discussed were targets for 2024, leading and lagging indicators and digitisation of the incident management system. This forum also provided an

opportunity for staff from non-renewable energy backgrounds to familiarise themselves about solar farm operations, thereby promoting cross-sectoral learning. A token of appreciation was presented to the CREPL safety team for their commendable safety performance.

Participants gained insights into safety performance improvements, understood the consequences of incidents, learnt how to implement the Permit to Work system as per Apraava Safety rules and, improved teamwork and goal alignment.

Assuring Safety across our sites

Apraava Energy has designed a series of HSSE Assurance Visits to ensure strict adherence to the firm’s HSSE Policy, HSSE Management System Standards, Procedures, Guidelines, and all mandatory regulations, with particular emphasis on legal compliance. The purpose of this initiative is to provide tangible feedback to the upper management on HSSE performance, draw attention to potential issues, pinpoint operational deficiencies and identify areas for improvement across various sites.

The Corporate HSSE team covered 23 operations across 11 Indian states, without disrupting regular site operations. They conducted comprehensive HSSE management audits onsite, focusing particularly on compliance checks, Permit to Work (PTW) system implementation, training assessments, incident management invention, legal compliance, risk assessment documents and employee involvement in safety measures. These observations were compiled and shared with Apraava’s Chief Operating Officer and Asset Managers, providing a clear roadmap for enhancing HSSE measures and addressing deficiencies.

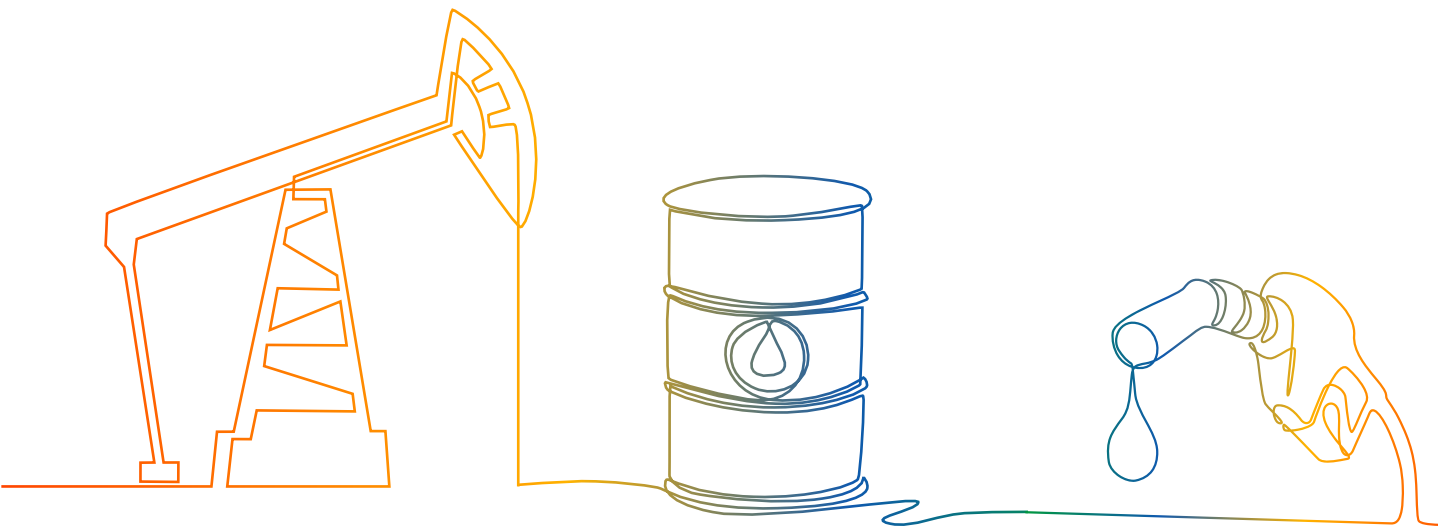
As the pertinence of this initiative became apparent, it was established as an ongoing program, designed to suffuse the company’s operational approach with an enhanced HSSE focus. Although the program does not require a specific budget, but it does require resources to match business needs.

The impact of the HSSE Assurance Visits initiative has been multifaceted. Comprehensive site reviews and audits have highlighted a broad spectrum of HSSE-related observations– both general safety and system matters. The findings have provided valuable insights to the COO and the Asset Management team, who in turn, implemented control measures for timely resolution of flagged issues and prevention of future mishaps. Further, the company has successfully demonstrated its absolute commitment to proactive HSSE management, reinforcing its reputation among employees and industry stakeholders.

Safety through better handling: Usage of oil sump pallets

A widespread practice in the renewables industry is to store oil barrels on primitive concrete bases or platforms without any secondary containment. This presents a significant risk of land contamination in the event of a major oil leak. The practice does not meet the standards set by ISO 14001:2015, which specifically requires measures for secondary containment to prevent such environmental incidents. To address this issue, the integration of oil sump pallets which can hold between 2-4 pallets was considered as an optimal solution at Apraava Energy Renewable Energy (RE) sites.

Along with meeting compliance requirements, these oil sump pallets serve as secondary containment systems for both fresh and used oil barrels and, as protective measures for hazardous substances. These pallets effectively reduce the likelihood of environmental incidents like oil spills or leaks, thereby preventing potential land contamination. By enforcing this secondary containment measure, our RE entities were able to meet environmental standards while adopting safer, more efficient operational practices.



Safety Measures Against Poisonous Serpents in Remote Locations

Several of our Renewable Energy (RE) assets are situated in remote locations, often on forest land. This makes the area prone to regular encounters with reptiles, specifically snakes, posing a considerable threat to employee safety. Snake bites can cause severe health implications, including paralysis, irreversible kidney failure and even death in severe cases.

To protect our workers across all solar and wind sites, while understanding the need to conserve this endangered species, we provided snake catcher sticks to the team.

The project’s primary objective was to provide employees with an effective and harmless tool to deal with these reptilian threats. Snake catcher sticks proved beneficial in safely catching or driving away the snakes without causing them harm. With a simple mechanism and comprehensive instruction guides, the easy-to-use device was easily deployed and quickly adopted by the workforce. The incorporation of snake catcher sticks has resulted in a safer working environment for employees.



Apraava Energy’s people are its biggest assets. We take conscious efforts to provide them with a conducive work environment, appropriate compensation and benefits as well as grievance redressal mechanisms so that they find adequate opportunities for growth and development. We are taking conscious steps towards improving our workplace environment to power the growth in action.