

HUMAN CAPITAL

A decorative wavy line in orange and blue colors, starting from the left and curving upwards and then downwards towards the right, passing behind the main title.

HUMAN CAPITAL

Reading time: 26°minutes

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 people are the driving force behind our journey towards a cleaner, more sustainable future. Every megawatt we generate and transmit, every community we uplift, and every innovation we pioneer begins with the passion and commitment of our workforce. Every individual’s contribution sets off ripples of impact, amplifying our reach, and nurturing a culture where shared growth and meaningful progress thrive.

We strive to cultivate an environment that fosters holistic well-being, empowering our people to unleash their full potential. In a rapidly evolving industry landscape, attracting and retaining top talent is critical to driving our growth and realising our aspirations.

Last year, similar to the years gone by, we continued to further align our people priorities and practices with our organisational goals and growing business. Our HR strategy steers us and helps build a workforce that is agile, high-performing, and guided by strong values. It ensures that every step we take aligns with our Purpose, Vision, Mission, and Values.

In FY 2024-25, we achieved a second successive Great Place to Work recognition, further reflecting our focus on enhancing employee experience, engagement, and well-being. Apraava Energy was also recognised among LinkedIn Top Companies in India, in addition to being recognised among India’s Best Workplaces in Energy, Oil and Gas sector in 2024.



The Evolution of Apraava Energy’s HR Strategy

Our HR Strategy is an integrated, business-aligned framework that balances organisational goals with the evolving aspirations of our people.

The HR strategy is built on four key pillars:



Various initiative and actions under these pillars continue to create an environment where employees are valued, recognised, and equipped to lead Apraava Energy into the future.

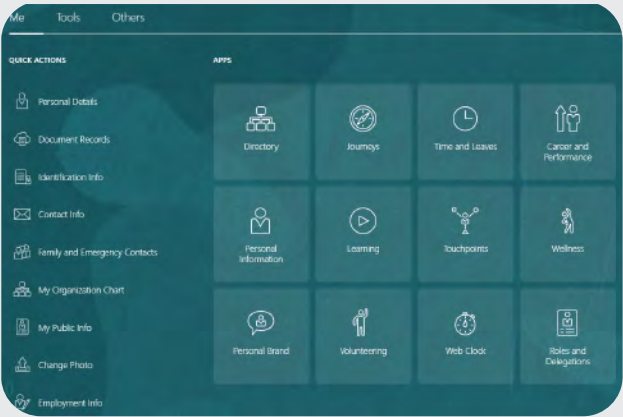
Values & Culture: A Foundation for Growth

A company’s culture is shaped in moments of decision: how we lead, collaborate, and hold ourselves accountable. To power all-round progress, inspire sustainability, and secure the future of the next generation, it’s vital to have a set of values that echo this purpose. Values that resonate in every facet of our company, from employee culture to business decisions.

To embed our values into every aspect of this organisation, we deployed the PVMV (Purpose, Vision, Mission, and Values) framework. This framework reflects the guiding principles that shape our culture: open communication, transparent leadership, collaboration for mutual growth, ethical decision-making, and a high-performance workplace where everyone contributes meaningfully. At Apraava Energy, every employee has participated in the VoV (Valuing our Values) session, delivered by our leadership team, to ensure it becomes deeply embedded in our culture. For every new joinee, attending the VoV session is a crucial step in understanding and embracing the Apraava Energy culture, which forms the foundation of our organisational values.

Implementation of HRMS: Digitalising Employee Experience

At Apraava Energy, we don't just power the grid; we power the people who power the grid. And to do that effectively, the system that supports employees must be intuitive, seamless, and designed with their experience in mind. Our focus has been to leverage technology to constantly make our people process more efficient. The implementation of Organosphere—our new Human Resource Management System (HRMS)—marks a significant step towards enhancing our people processes and improving overall efficiency. Organosphere helped in automating many of our processes which will reduce administrative burdens and minimise the risk of errors, thus enabling HR professionals to focus more on strategic initiatives. Integration with other applications ensures seamless data flow across departments, promoting transparency and more informed decision-making.



- Digitalisation at the Heart of HR Transformation**
At Apraava Energy, our digital journey goes beyond automation; it's about building a more agile, responsive, and people-centric function that can scale with the evolving needs of our workforce and business.
- Seamless Employee Lifecycle Management**
We have embedded digital solutions across key employee touchpoints. From onboarding to confirmation and exit, enabling a more consistent, accurate, and timely experience. These interventions free up time for richer people interactions while ensuring operational rigour.
- Smarter Talent Acquisition**
End-to-end automation of our recruitment process has helped us enhance candidate experience, improve hiring efficiency, and bring greater transparency to application tracking, interview coordination, and offer management.
- Learning for a Future-Ready Workforce**
Our learning ecosystem provides employees with easy access to curated content and upskilling opportunities aligned with business priorities, strengthening our culture of continuous development.
- Insight-Driven People Decision**
We are working towards moving from static reports to real-time dashboards and analytics with the objective of empowering leaders with actionable insights.

Looking Ahead

As we continue to grow and diversify, the future of HR at Apraava Energy will be faster, smarter and deeply intuitive, placing our employees at the centre while enabling business agility.

Great Place to Work: Strengthening Employee Trust

In 2023, Apraava Energy took a significant step forward in strengthening its high trust, high performance culture by partnering with the Great Place To Work (GPTW) institute. This collaboration built on our existing engagement efforts, offering deeper, more actionable insights into employee sentiment to further elevate our employee experience.

The launch of our first GPTW Trust Index Survey in 2023 saw a 97% participation rate, with an overall engagement score of 84%, earning Apraava Energy its first GPTW certification.

In 2024, we saw an even higher 98% response rate with an overall engagement score of 82% and continued certification as a Great Place to Work. Maintaining this recognition for two consecutive years is a testament to our commitment to fostering a workplace that is open, empowering, and built on trust.

But our journey doesn't end with certification. With the GPTW insights, we continue to shape policy enhancements, manager sensitisation, and employee engagement initiatives to become a workplace where people want to grow, contribute, and belong.



Maximising Human Potential Through Continuous Learning

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

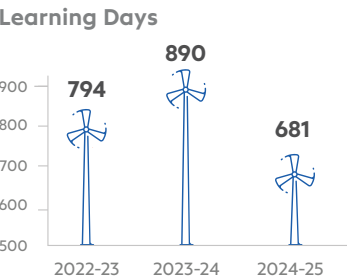
Building on last year's foundation, we've strengthened our employee-centric development strategy, aligning learning needs with business priorities. Training themes are shaped through collaboration with function and asset heads, while feedback from employees and managers refines our approach to functional, behavioural, and Health, Safety, Security, and Environment (HSSE) development.

Beyond structured learning, employees gain hands-on experience through On-the-Job Training (OJT), Special Task Forces (STFs), and Cross-Functional Teams (CFTs), with internal mobility offering further opportunities for growth.

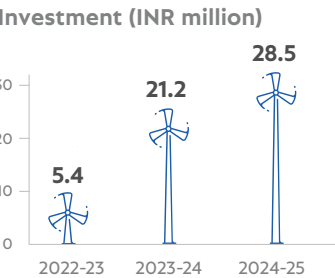
Recognising the challenges faced by employees in remote locations, we continue to provide virtual knowledge platform through Renewable University: a dedicated engagement platform designed to bring learning closer to our workforce. Through partnerships with institutions like the National Power Training Institute (NPTI), we offer industry-specific training in energy storage systems, solar plant design, and regulatory frameworks.

By integrating online and classroom-based courses, fostering cross-functional exposure, and strengthening collaboration with professional institutes, we continue to create an ecosystem where our people lead the way.

Learning Day Efforts by Renewable University



Investment in Employee Training and Development Activities



Learning Sessions with Training Day Efforts under Renewable University
(Renewable Operations function) (GRI 404-2)

Type of Intervention	Learning Effort (Training days)
Certification Programs	202
Skills building sessions	361
G.R.O.W. Developmental Interventions	115
Special Task Force Sessions	3
Total	681

Employee Training and Coverage (in training hours) (GRI 404-1, 404-2)

Category	Parameter	FY 2022-23			FY 2023-24			FY 2024-25		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	Training Hours	2,663	1,178	3,841	3,247	440	3,687	3,006	587	3,593
	% Covered	86	100	87	100	100	100	100	100	100
	Training hrs./emp.	42	196	56	53	73	55	40	73	43
Managerial and Professional Staff	Training Hours	15,074	2,033	17,107	16,842	3,415	20,257	19,422	7,990	27,412
	% Covered	89	90	89	96	98	96	100	100	100
	Training hrs./emp.	64	51	62	62	70	63	61	174	75
Administrative and General Staff	Training Hours	1,997	659	2,656	3,959	817	4,776	8,888	2,021	10,910
	% Covered	80	95	83	97	100	98	98	100	99
	Training hrs./emp.	21	35	23	39	43	40	81	55	74
Total	Training Hours	19,734	3,870	23,604	24,048	4,672	28,720	31,316	10,598	41,915
	% Covered	86	92	87	97	99	97	99	100	99
	Training hrs./emp.	50	60	51	55	63	57	62	116	70

Building a Future-Ready Organisation with G.R.O.W.

Since its inception in 2021, the G.R.O.W. framework, centred on Growth Mindset, Result Orientation, Openness to Change, and Working with Synergy, has been the foundation of our leadership development initiatives. Inputs from all employees were taken on board to co-create this framework. We keep competency-driven leadership at the heart of our people strategy by guiding how we hire, evaluate performance, and recognise talent.

In FY 2024-25, we took a significant step forward by expanding G.R.O.W. to include junior-level employees for the first time. Over 300 employees, at Assistant to Deputy Manager levels, underwent a comprehensive development journey. Through in-person learning, group coaching, and guided reflection, we are cultivating a mindset of adaptability and shared success across all levels of the organisation.

G.R.O.W. is now a key driver of cross-functional collaboration and reinforces Apraava Energy’s culture of shared purpose. Our approach encourages peer-to-peer learning, enabling employees to leverage each other’s strengths and experiences.

Here’s how Reuben Vargheese, Deputy Manager-Production (JPL), sees the impact of “The G.R.O.W. workshop on ‘Working with Synergy and Result Orientation.’”

Click to listen

Similarly, Nirlep Kharwa, DGM, HSSE, highlights how G.R.O.W. has fostered collaboration among cross-functional teams, aligning them with Apraava Energy’s vision for shared success.

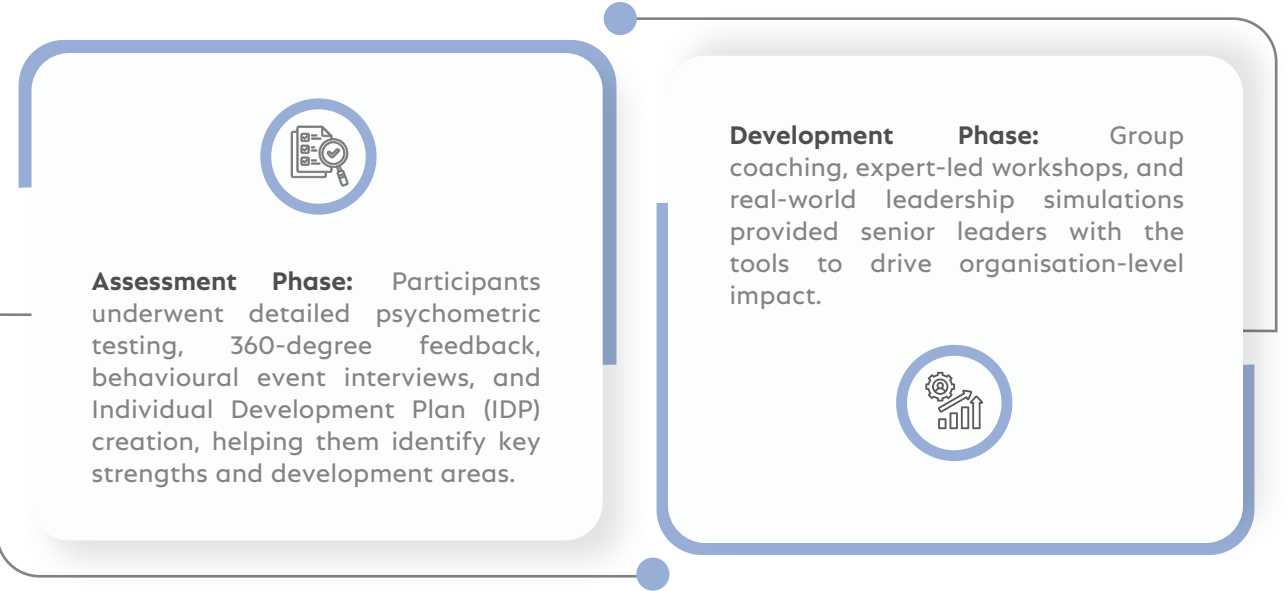
Click to listen

As we look ahead, G.R.O.W. will continue to evolve and extend across levels, empowering our people, our strongest asset, to navigate our future amid the energy transition.

Pinnacle: Shaping Apraava's future Leadership

For our senior leadership, Pinnacle serves as an advanced longitudinal development programme. It equips them with the strategic vision and competencies necessary to navigate Apraava Energy’s evolving business landscape.

Initiated in September 2023, Pinnacle focuses on building leadership potential, executive decision-making, and organisational influence. The programme is divided into two phases:



Talent Acquisition: Building a Workforce That Shapes the Future

The right talent in the right roles drives transformation. Every new hire shapes not just our Company but the industry we are helping transform. And as we grow into renewables, transmission, AML, and newer areas of business, our talent strategy is evolving so that the right people are in the right places to power our progress.

To do this, we needed a leaner, sharper, and more intentional approach that goes beyond conventional recruitment models. Today, our hiring is guided by market intelligence, internal mobility, and competency-based assessments.

A Smarter, More Agile Hiring Model

To attract and retain the best talent, we have strengthened our process by:

- **Data-Driven Hiring:** Using market data and insights to improve how we find talent
- **Diverse Recruitment:** Reaching out to multiple sources of hiring and tracking diversity hiring
- **Career Growth:** Internal job openings to support career development at Apraava Energy
- **Strategic Hiring:** Building skills in areas like transmission and grid modernisation to support future business growth

GPTW-Powered Insights

92%
of employees

felt welcomed when they joined Apraava Energy, and every second employee hired was referred by an existing employee.

Beyond hiring, we invest in seamless onboarding experiences and culture integration. This is so our new joiners feel connected from day one.

Total Staff at Apraava Energy (GRI 2-7)

Particulars	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	63	6	69	61	6	67	78	8	86
Managerial and Professional Staff	236	40	276	272	49	321	318	46	364
Administrative and General Staff	97	19	116	101	19	120	110	37	147
Total	396	65	461	434	74	508	506	91	597

New Hires, Average Age and Attrition Rates (GRI 401-1)

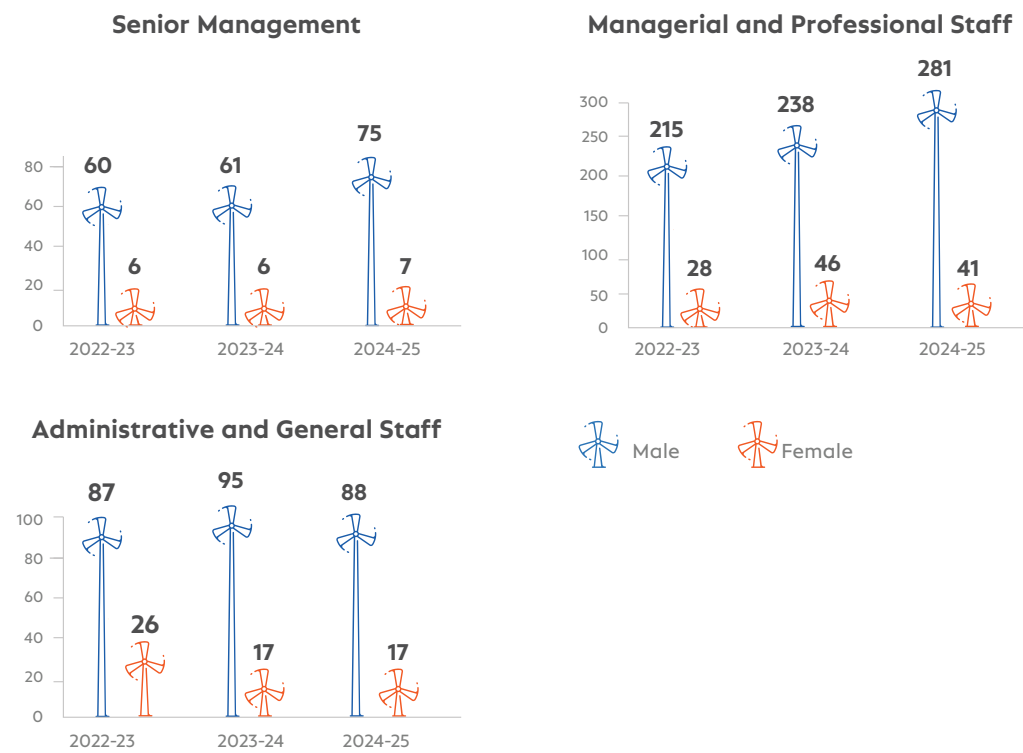
Particulars	FY 2022-23			FY 2023-24			FY 2024-25		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
New Hires	62	19	81	87	16	103	135	31	166
New hires rate (%)	15.7	29.2	17.5	20.0	21.6	20.2	27	34	28
Average Age of Employees	39	39	39	39	39	39	40	34	39
Turnover count	46	7	53	37	7	44	59	15	74
Attrition Rate (%)	12.0	11.5	11.9	9.0	9.8	9.1	13	18	13.4

New Hires and Attrition Rates (Age Wise) (GRI 401-1)

Particulars	Attrition Number	Attrition Rate (%)	New Hire Number	New Hire Rate (%)
Below 30 years	14	17.9	55	70.5
30 to 50 years	56	12.7	103	23.4
More than 50 years	4	0	8	10.1

Employees’ Performance and Career Development Review (GRI 404-3)

At Apraava Energy, talent development is a continuous, two-way process. All permanent employees partake in structured performance and career development reviews that align personal goals with business priorities. These conversations help surface strengths, clarify growth areas, and foster a culture of open feedback. By investing in meaningful dialogue, we’re building a workplace where people feel supported to grow, and empowered to lead.



Employees Opting for Parental Leave in FY 2024-25 (GRI 401-3)

Parameter	Unit	Male	Female
Employees entitled for parental leave	Number	506	91
Employees that took parental leave	Number	20	3
Employees that returned to work	Number	20	1
Return to Work rate for Employees	%	100	100*
Employees that took parental leave and returned in prior year	Number	20	0
Employees retained 12 months after leave	Number	17	0

*Note: 2 out of 3 female employees are still active, but yet to return from their maternity leave. In case they do not return, the corresponding number in the table will change to 33%.

Driving Meaningful Representation in Hiring with DEI

At Apraava Energy, DEI is not just about representation. It is about creating opportunities, removing barriers, and fostering an environment where every individual thrives. Our commitment to DEI is reflected in initiatives providing access, empowering underrepresented talent, and creating ripples of change within the energy sector. The DEI Council oversees the implementation of the DEI policies and ensures accountability at all levels of the organisation.



A significant milestone last year was having an all-female shift at the Veltor Solar Plant, a step towards greater gender diversity in technical roles.

Shifting the Norms: Veltor’s Trailblazing Women Engineers

For the first time, a team of female engineers and technicians is leading operations at one of our renewable energy sites. Through this initiative, we work toward empowering women in technical roles and expanding opportunities within renewable energy. These engineers, all Electrical and Electronics Engineering graduates, joined as Graduate Trainee Engineers (GETs) in January 2024 through our Operations & Maintenance (O&M) Partner.

To support their transition, a structured mentorship and technical training programme was introduced, equipping them with the skills needed to manage operations efficiently. Their expertise and adaptability have already made an impact, setting a precedent for future shifts. Additionally, two Graduate Engineer Trainees from the July 2024 batch are being trained to further strengthen the shift, ensuring a pipeline of skilled professionals ready to take on leadership roles.



Diversity at Apraava Energy (GRI 405-1)

Groups	Male	Female	Below 30 years	30-50 years (including 30 & 50)	More than 50 years
Employee	506	91	78	440	79
IEX	8	0	0	2	6
SWG	14	3	0	10	7
DE&I Council	10	5	0	5	10
Board of Directors	6	0	0	1	5

GPTW-Powered Insights
88%
of Apraava Energy employees

felt that they were treated fairly regardless of their age, gender, ethnicity, or sexual orientation.

Increasing Gender Diversity in Technical Roles

The energy sector, not unlike most others, has long been shaped by a workforce that leans overwhelmingly male. And it is incumbent upon industry leaders such as ourselves to challenge that status quo and make space for more women in engineering, operations, and leadership.

In 2023, we achieved our goals of 15% women representation. This is only a milestone in the long journey we have set out for to continuously enhance our women representation.

To keep this momentum going, we’re not shying away from redesigning the talent pipeline:

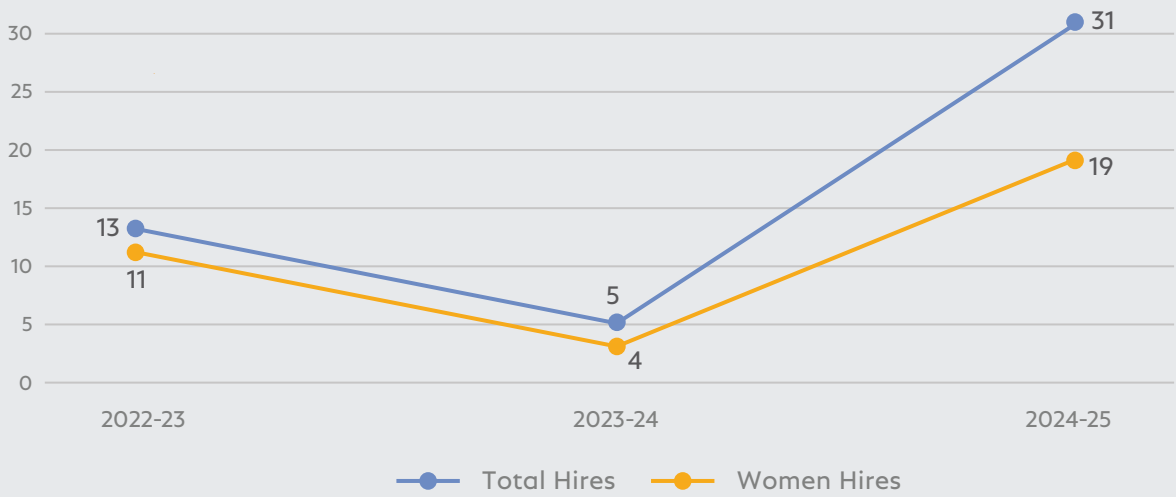
- **More Women at the Starting Line**
We have set a 50% minimum intake target for women engineers in our campus hiring so that the next generation of technical talent is balanced from the outset.
- **Incentivising Change**
Recruitment partners now have a tangible reason to push for diversity, with performance-linked rewards for hiring women in technical roles.
- **Long-term Commitment, Real-Time Accountability**
Our DEI Council is reviewing numbers and shaping a roadmap for the next three years to embed diversity into business decisions at every level.



GETs: Investing in the Future of Energy

A strong workforce is built from the ground up. Our Graduate Engineer Trainee (GET), Diploma Engineer Trainee (DET), and Management Trainee (MT) programmes ensure that the next generation of leaders is trained, mentored, and ready to shape the future. This is how we do it:

- **50:50 gender hiring ratio for GETs**, ensuring balanced representation.
- Structured learning and development, including:
 - Technical training across renewables, transmission, and project execution.
 - Behavioural & leadership development through Dale Carnegie programmes.
 - On-the-ground experience via site rotations in wind, solar, and transmission projects.



For us, hiring is about building the kind of workforce that can power an energy transition. At Apraava Energy, we’re hiring for today, and the future.

Hear about our GETs’ journey, challenges, and growth at Apraava Energy, click to listen:

- Tejashree
- P. Jhaswini Kumari
- Dimple Singh



Bringing the Employee Value Proposition (EVP) to Life

At Apraava Energy, an exceptional workplace is less a static structure and more a ripple that expands with every voice, every action, and every idea that shapes it. Over the past year, we have embarked on a meaningful journey to understand what matters to our people and how we can shape a workplace where everyone feels valued, inspired, and empowered to grow.

This transformation is unfolding in three distinct phases, each focused on making us an employer of choice where our people thrive and feel a deep sense of belonging.

Understanding What Matters: Engaging with Our People

Our journey began with a company-wide Employee Engagement Survey in October 2023, where an overwhelming 97% of employees participated, demonstrating their strong commitment to shaping Apraava Energy’s future. The 84% engagement score reflected a workplace where passion, collaboration, and ambition drive excellence. In FY 2024-25, feedback transformed into meaningful change, strengthening our culture and aligning HR strategies with our vision for growth.

Shaping the EVP: The Culture Architect Program

Building on these insights, we moved into the next phase: articulating our EVP. A dedicated two-day Culture Architect Workshop at Jhajjar brought together 25 employees from various locations and functions.

Embedding the EVP into Everyday Practices

With the foundation in place, we are now ensuring that the EVP is not just a set of statements but a lived reality. The focus for FY 2024-25 was on capability-building for people managers, equipping them with the tools to lead, inspire, and bring Apraava Energy’s EVP to life in everyday interactions.

To ensure a tangible impact, we have identified four strategic pillars that encapsulate Apraava Energy’s EVP and drive meaningful change across our people processes:

- **Inspiring and Speaking:** To foster transparent and open dialogue
- **Collaborating:** Focused on enhancing collaboration across the organisation and finding solutions together
- **Developing:** Enabling peer to peer learning where everyone can teach and learn from one another
- **Rewarding:** Enhances transparency and awareness of Apraava Energy’s rewards and recognition framework.

GPTW-Powered Insights

96%
of employees

felt good about our contributions to society, reinforcing our dedication to making the world a better place.

As we move ahead, we remain committed to integrating the EVP across all facets of Apraava Energy’s life so that every employee finds purpose, growth, and fulfilment in their journey with us.

Providing Fair Compensation for All

At Apraava Energy, our remuneration philosophy is built on fairness, transparency, and market competitiveness. A merit-based reward system, combined with ample learning and development opportunities, ensures we attract and retain top industry talent.

The Nomination & Remuneration Committee oversees approvals for salary increments, incentives, and performance ratings for leadership, while a structured review process determines increments and variable payouts for other employees. This approach balances performance, market benchmarks, and internal equity to ensure fair compensation.

We are committed to pay equity, ensuring men and women in comparable roles are compensated fairly. Every year, a structured review helps eliminate potential biases and reinforces our commitment to an inclusive and equitable workplace.

Compensation Across Levels at Apraava Energy
(Gender-wise Median and Ratio) (GRI 405-2)

Grade	Count of Females	Median Compensation of Females (₹ million)	Count of Males	Median Compensation of Males (₹ million)	Ratio of Female: Male Compensation
Senior Management	8	8.5	78	7.3	1.2
Managerial and Professional Staff	46	1.4	318	1.8	0.8
Administrative and Support Staff	37	0.7	110	0.8	0.8
Total	91	1.2	506	1.7	0.7

Variable Pay: Linking Performance to Sustainability

At Apraava Energy, performance and sustainability go hand in hand. Our Board-approved Nomination & Remuneration Policy, guided by the Nomination and Remuneration Committee (NRC), sets remuneration for Directors, Key Managerial Personnel, and Senior Management, aligning it with financial and non-financial company goals.

For all employees, pay includes fixed and variable (Annual Incentive) components, reviewed annually. Adjustments consider internal and external equity, company performance, and individual contributions based on Grade Levels. Lower grades have a higher individual performance linkage, while senior levels emphasise company performance.

The annual Organisational Performance Score determines incentive budgets and increments, ensuring key priorities—carbon reduction, ESG, SBTi validation, safety, and diversity—remain central. By tying performance to sustainability, we drive both business success and responsible growth.

Elevating Recognition: Strengthening Our R&R Framework

Over the past year, we’ve taken our Rewards & Recognition (R&R) framework to the next level, embedding our core values into every aspect of appreciating and rewarding excellence.

A Framework that Reflects Who We Are

Building on last year’s foundation, we refined our R&R structure to ensure that recognition is not only aspirational but deeply meaningful. Through leadership engagement and company-wide conversations, we designed an enhanced framework that amplifies performance, innovation, and collaboration.

Expanding Recognition, Driving Impact

New award categories now celebrate a broader spectrum of contributions. The Values Champion Award honours employees who embody Apraava Energy’s principles in action, while the Catalyst of Change Award spotlights those driving social responsibility efforts. The Dream Team Award recognises exceptional collaboration, and the Transformers Award highlights problem-solving and breakthrough thinking.

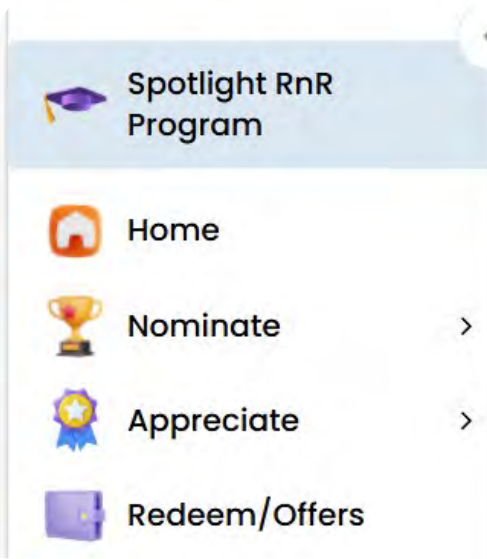
A Culture of Appreciation

With a stronger R&R framework, recognition is now more inclusive, impactful, and aligned with our vision. Employees feel empowered, knowing their contributions drive meaningful change. As we continue refining our approach, we remain committed to fostering a workplace where appreciation fuels engagement, retention, and excellence.

Upholding Human Rights

At Apraava Energy, human rights are principles to live by. Rooted in the ILO Core Conventions and UN Global Compact, our Human Rights Policy ensures our commitment to dignity, fairness, and respect across our workforce and operations. We continue to strengthen safeguards, deepen awareness, and reinforce accountability, making respect for rights an active, everyday commitment. We prioritise educating our employees on labor standards and human rights and actively work to create a workplace free from discrimination and prejudice.

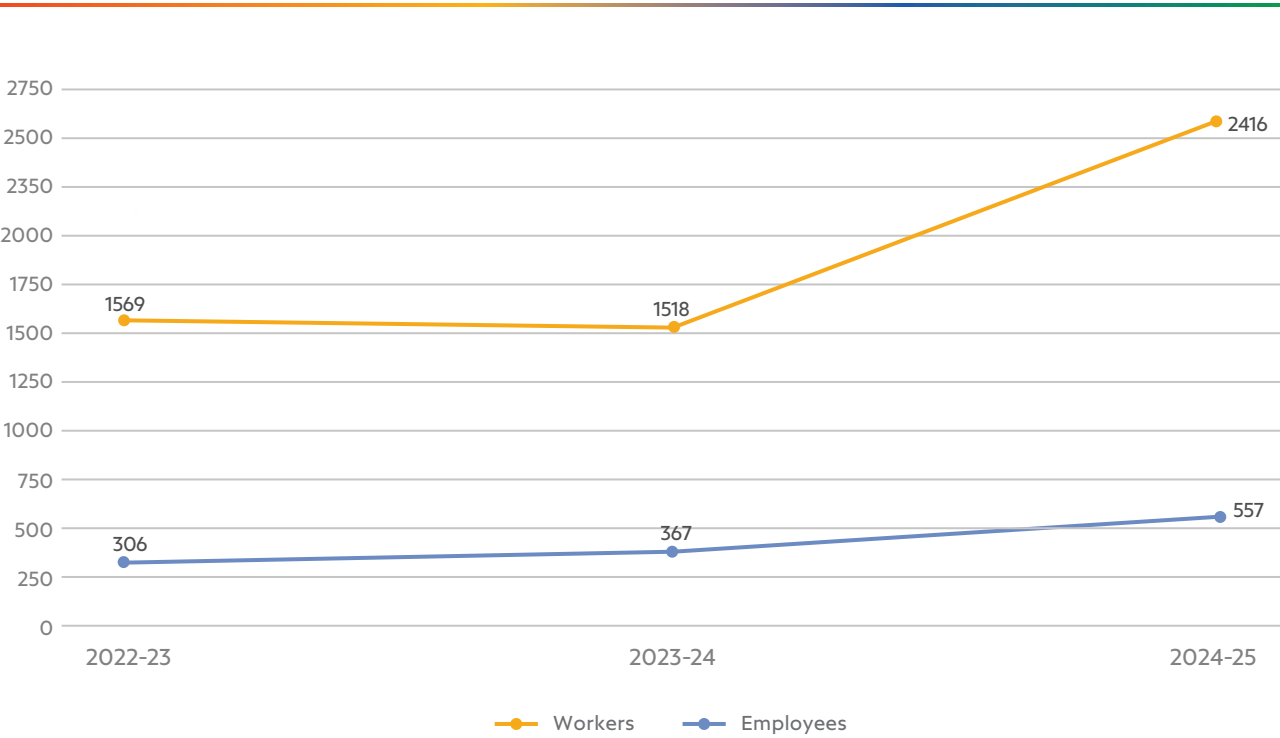
The first HR Due Diligence has been completed at our Harapanahalli site, strengthening our commitment to compliance and workforce well-being. This process ensures alignment with labor laws, fair employment practices, and ethical standards, fostering a more transparent and supportive work environment. As we continue this journey, we remain focused on extending these efforts across more sites.



Integrating Human Rights in Our Value Chain

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

Employees and Workers Training on Human Rights Issues and Policy (GRI 403-5)



Grievance Redressal

At Apraava Energy, we foster a workplace where open communication, transparency, and accountability are the cornerstones of our grievance redressal system. We understand that concerns may arise—whether related to policies, working conditions, health and safety, data security, or employee conduct. Our structured redressal mechanism ensures every voice is heard and every issue is addressed with fairness and confidentiality.

We provide multiple grievance channels for both permanent employees and contract staff, ensuring accessibility and impartial resolution. To strengthen trust in the process, we educate stakeholders on their rights and reinforce safeguards for complainants, including additional leave in sensitive cases.

Key Apraava Energy Grievance Redressal Policies

- Whistleblowing Policy**
Policy in place for reporting misconduct and any matters under the vigil mechanism to the Chair of the Audit Committee of the Board of Directors of Apraava Energy
- Internal Committee under the 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 with department engineers, HR, and contractor representatives to address concerns
- Complaint Dropbox**
A designated dropbox at JPL for contractor grievances
- Complaints Register**
Maintained across RE, Transmission, and other assets to track and resolve complaints
- Open House Platform**
Facilitating open discussions on workplace strategies and addressing employee concerns
- Satisfaction Surveys**
Regular feedback collection from contract staff to address potential issues proactively

By reinforcing these policies, we continue to create a culture where employees, third parties dealing with us and contractors feel empowered to raise concerns, knowing they will be met with prompt action and resolution.

Grievances Raised by Stakeholders (GRI 205-3)

Principles under the National Guidelines on Responsible Business Conduct	2
Working Conditions and Health and Safety	2
Bribery/Corruption	0
Human Rights	0
Conflict of Interest	0
Customer Complaints	0

Our Commitment to Health & Well-Being

A healthy, engaged workforce is the foundation of a thriving organisation. And our commitment to employee wellness spans physical health, mental well-being, workplace flexibility, and family support. This commitment is about creating a workplace where employees feel supported, valued, and equipped to bring their best selves to work.

In FY 2024-25, we invested over ₹109.24 million in comprehensive wellness programmes, including preventive healthcare, mental health support, medical insurance, and work-life balance initiatives. Medical insurance alone accounted for ₹45.14 million, reinforcing our focus on providing robust healthcare security. Additionally, structured health screenings, doctor-on-premises services, and EAP counselling sessions further strengthened our well-being efforts.

We leave nothing to chance when it comes to workplace safety. Annual internal audits and third-party inspections help pinpoint hazards, address concerns, and reduce accident risks. Employees undergo regular HSSE compliance training, equipping them with knowledge of safety protocols and potential risks. To reinforce our safety-first approach, we also conduct fortnightly incentivised Process Safety Quizzes, covering critical areas like process, flight, railway, road, home, and fire safety. Since its inception in 2018, this initiative has strengthened safety awareness, with 317 participants in FY 2024-25.

Occupational Health and Safety Performance Indicators GRI (403-9, 403-10)

Safety Indicators	Category	FY 2022-23	FY 2023-24	FY 2024-25
Loss Time Injury Rate (LTIR) [per one million man hours worked]	Employees	0	0	0
	Workers	0.33	0.22	0.09
Total Loss Time Injuries	Employees	0	0	0
	Workers	3	2	1
Total Recordable Injury Rate (TRIR) [per one million man hours worked]	Employees	0	1.07	0
	Workers	2.89	1.55	1.31
Total Recordable Work-related Injuries	Employees	0	1	1
	Workers	24	14	14
No. of Fatalities	Employees	0	0	0
	Workers	0	1	1
High-Consequence Work-related injuries (excluding Fatalities)	Employees	0	0	0
	Workers	0	0	0

Advancing Incident Management & Safety Collaboration

At Apraava Energy, continuous improvement in incident management and safety governance remains a priority. All our operational sites are ISO 45001:2018 certified, reflecting our commitment to workplace safety and well-being. Last year, we introduced the Benchmark Gensuite Enterprise Quick Launch Platform for concern reporting and incident tracking. This system, now fully embedded in our operations, has streamlined incident reporting, action tracking, and safety compliance across all assets.

In FY 2024-25, we expanded its scope, enhancing its capabilities to cover new projects and over 600 employees and contractors, with 500 active users leveraging its real-time tracking functions. Pre-configured reporting formats have significantly simplified operational efficiency, while additional modules for health, environment, security, and process safety have further strengthened our risk management approach.

Building on this momentum, we deepened collaboration across assets by convening the annual HSSE Forums, bringing together leaders from diverse functions, including the leadership team. The forum provided a critical platform for aligning safety objectives, addressing lagging indicators, and advancing digitisation of safety systems. The exchange of incident investigation learnings and best practices enhanced coordination across teams and strengthened Aprava Energy's safety culture.

These collaborations also fostered cross-sectoral learning, enabling staff from non-renewable energy backgrounds to gain firsthand exposure to solar farm operations. A special recognition was extended to the safety team for their outstanding performance.

Looking ahead, our focus remains on scaling digital incident management, ensuring proactive risk mitigation, and embedding a culture of shared safety responsibility across all assets.



Comprehensive Wellness Programmes Across Apraava Energy

Our key initiatives include:

Health & Medical Support

- Annual health check-ups for employees and their families, with specialist doctor consultations
- Domiciliary Medical Reimbursement to all employees
- On-site doctor visits at the Mumbai office twice a week
- Comprehensive medical insurance covering hospitalisation, critical illness, group personal accident insurance, and life insurance. Employees can opt for additional top-up coverage of ₹5-10 lakhs
- Doctor-on-Premises Initiative, offering in-person consultations for employees

Mental Well-Being & Employee Assistance Programme (EAP)

- Partnership with 1to1 Help, offering confidential counselling services on stress management, work-life balance, family concerns, and legal or financial matters, for both employees and their families
- Regular awareness sessions on psychological health, including assessments for employees to better manage stress and mental wellness

Workplace Flexibility & Family Support

- Hybrid work model in Mumbai and Delhi offices, allowing employees greater control over their work schedules
- Flexible work hours in Mumbai and Delhi offices, eliminating mandatory physical attendance requirements post-COVID
- On-site creche facilities to support working parents
- Spaces to create a supportive and inclusive work environment for diverse employee needs

Encouraging an Active & Healthy Lifestyle

- On-site gymnasium and wellness spaces at the Mumbai office
- Regular fitness challenges, sports tournaments, and well-being workshops to promote healthy living
- Cafeteria provisions for a balanced diet, reinforcing a culture of overall wellness

Wellness at JPL: Strengthening Health & Safety for All

JPL’s approach to employee well-being extends beyond full-time staff and covers both employees and contract workers. As a thermal power plant with both a plant and a township, safety and health remain top priorities at JPL, not only for employees and contractual staff but also for their families.



Key wellness initiatives at JPL include:

- Round-the-clock healthcare support, with 24x7 OHC services, two permanent doctors, and paramedical staff
- Two fully equipped ambulances available at all times
- Targeted health interventions, such as the NCD Prevention Programme and RANI Women’s Health Programme, ensuring proactive healthcare for employees
- Regular health screenings and specialist visits, including eye camps, bone mineral density checks, and deworming days
- Physiotherapy Unit and Ergonomic Evaluations, improving workplace comfort and injury prevention
- Mock drills, HSSE training, and random alcohol & drug tests, reinforcing a strong safety culture
- Tree plantations and rainwater harvesting initiatives, promoting environmental sustainability within the workplace

Embedding Process Safety Management at JPL

In 2024, we took significant strides in enhancing Process Safety Management (PSM) at JPL to ensure a structured, proactive approach to identifying and mitigating operational risks.

We conducted awareness sessions and competency workshops, equipping teams with the knowledge to assess and address potential hazards. A monthly PSM

dashboard was introduced to track key safety metrics, alongside a review of Critical Safety Devices to ensure operational integrity. Our internal PSM audit and systematic capturing of near-miss incidents further strengthened risk prevention measures.

JPL continues to set higher standards for workplace safety and operational excellence by investing in process safety training and governance.



Our commitment to well-being is backed by consistent investment and measurable outcomes. Over the past year, our focus on preventive healthcare, mental wellness, and workplace flexibility has not only improved employee satisfaction but has directly contributed to productivity, retention, and workplace engagement.

As we evolve, well-being will remain at the heart of Apraava Energy’s culture. Every employee in every role must have the support, resources, and care they need to succeed.



The Apraava Energy Alumni Network: Strengthening Bonds Beyond the Workplace

As we expand our footprint in the energy sector, we remain committed to nurturing the bonds forged over the years, ensuring that our alumni continue to feel valued and included.

To strengthen this bond, we launched **The Apraava Energy Alumni Quarterly Newsletter**—a bridge keeping former colleagues connected and engaged.

This platform updates nearly 450 alumni on company milestones while leveraging their network to attract top talent. It features:

- Project wins and business growth
- Industry recognition and leadership updates
- Thought leadership engagements
- Career opportunities for alumni
- Media coverage and company achievements

The response has been overwhelmingly positive, with alumni expressing pride, nostalgia, and a lasting connection. We remain dedicated to fostering this community and keeping our story alive.



Growing Today, Leading Tomorrow

A thriving business is built on the strength of its people. At Apraava Energy, every initiative—whether in leadership development, well-being, or diversity—is a deliberate step towards creating an organisation where talent is nurtured, voices are heard, and potential is realised. As we expand, so we evolve by rewiring our people practices to match the scale of our ambition. From digital transformation in HR to cultivating the next generation of energy leaders, our investment in human capital is an investment in the future. Because when people grow, businesses succeed.