

HUMAN CAPITAL



Material Topics



Inclusive Workforce Empowerment



Digitalisation & Cybersecurity



Safety & Well-Being



Human Rights & Labour Management



Corporate Governance & Ethics

The Many Currents, At a Glance

Strengthening stakeholder trust through human rights and responsible practices

Building future-ready talent through leadership development and evolving capabilities

Advancing DEIB through equitable workplaces and industry-wide conversations

Accelerating digitalisation for agile decisions and stronger governance

Enhancing employee experience through listening, recognition, and connected digital platform

Our people remain central to how we build, operate, and grow the business.

At Apraava Energy, our ability to deliver reliable infrastructure, scale new businesses, and navigate a changing energy landscape rests on a workforce that is future-ready, capable, and aligned with our purpose.



We continue to strengthen our foundation through investments in leadership, inclusion, employee experience, digital enablement, and responsible workplace practices. As our organisation evolves, sustaining a strong culture becomes equally important. By embedding our values across the employee lifecycle, we ensure our growth remains rooted in the principles that define us.

Anchoring Our Growth in Values and Culture

Our culture is shaped by the choices we make every day: how we lead, collaborate, and uphold accountability across the organisation. At Apraava Energy, our Purpose, Vision, Mission, and Values (PVMV) framework continues to serve as the foundation for these choices, guiding behaviour, decision-making, and performance across all levels.

This framework is reinforced through structured engagement, ensuring that every employee internalises these principles from the outset. For new joiners, we have conducted three sessions of the Valuing our Values workshop during FY 2025-26. These sessions remain a critical part of onboarding, helping embed a culture rooted in transparency, collaboration, ethical conduct, and shared responsibility for performance.



Advancing Digital HR and Workforce Insights

Our digital HR journey continues to strengthen data governance, enhance workforce insights, and improve employee experience. By bringing previously disparate HR platforms together, we are creating a more seamless and connected digital ecosystem that enables easier access to information, stronger analysis of workforce trends, and real-time visibility into key people metrics.

Enhanced HRMS capabilities and MIS automation are enabling real-time visibility into recruitment, attrition, workforce trends, and employee well-being. Recruitment dashboards improve hiring agility through stage-wise turnaround and conversion insights, while attrition analytics provide leaders with a function-, location-, and tenure-wise view of workforce stability, reducing analysis time by 4 to 6 working days every month.

We introduced a continuous feedback mechanism through the check-in module, enabling employees and managers to engage in regular two-way conversations around goals, progress, challenges, and development needs. Together with the integration of Recognition and Compensation platforms into a unified One-HR ecosystem, these initiatives are strengthening openness, collaboration, and data-driven decision-making across the employee lifecycle.



Our digitisation initiatives were recently recognised for Excellence in HCM Innovation and Implementation in

The Economic Times Human Capital Awards, 2026

Strengthening Employee Voice, Experience, and Connection

We continue to strengthen employee experience through ongoing listening, open dialogue, and meaningful participation. As our workforce expands across businesses and geographies, we remain focused on creating consistent experiences where employees feel heard, valued, and connected to the organisation’s purpose.



Embedding Our New Employee Value Proposition

At Apraava Energy, our workplace is shaped continuously by the voices, actions, and ideas of our people. Over the past two years, we have taken a structured approach to understanding what matters most to our employees. These insights were further shaped through the Culture Architect programme, where cross-functional employee groups helped

define what Apraava Energy stands for as a workplace. This has further translated into a clear, actionable Employee Value Proposition. With its formal launch this year, the EVP now serves as a guiding framework for how we engage, develop, and support our people.

Today, our EVP is anchored in four core pillars that define the employee experience:



Safety First, Respect Always

We prioritise safety and foster a culture of respect, where diverse perspectives are valued, and inclusion is embedded in everyday interactions.



Embrace Challenges, Fuel Innovation

We encourage a growth mindset, viewing challenges as opportunities to learn, innovate, and push boundaries.



Drive Growth, Evolve Together

As our business grows, so do our people. We invest in continuous learning and capability-building to support long-term development.



Collective Wins, Fair Rewards

We believe in shared success, recognising contributions transparently while celebrating both individual and team achievements.

With the EVP in place, the focus has shifted to embedding these principles into everyday practices. Capability-building initiatives for people managers, strengthened communication platforms, and evolving people processes are ensuring that the EVP is experienced consistently across roles and locations.

As we move forward, our focus remains on embedding the EVP more deeply across employee experiences.



Creating a More Connected Digital Workplace with MyGrid

With over half of our workforce operating across frontline locations, strengthening access, communication, and connection remains essential. During the year, we enhanced our digital workplace ecosystem by evolving our employee engagement platform into MyGrid, building on the foundations of MyGrid, our intranet platform, to enable richer interactions, more engaging content formats, and stronger collaboration across the organisation.

With mobile-first access and interactive features, MyGrid is improving reach and participation across all locations, including sites and non-corporate teams. The platform enables employee-led storytelling, leadership interactions, and real-time recognition. It has achieved 99% active user adoption, with 93% mobile adoption and engagement levels 15 times higher than the previous platform. Importantly, four out of five posts are created by employees, with nearly half originating from locations beyond Mumbai and Delhi.

Together, these advancements reflect a more connected and insight-led employee experience, with these capabilities now positioned for wider adoption across the organisation.

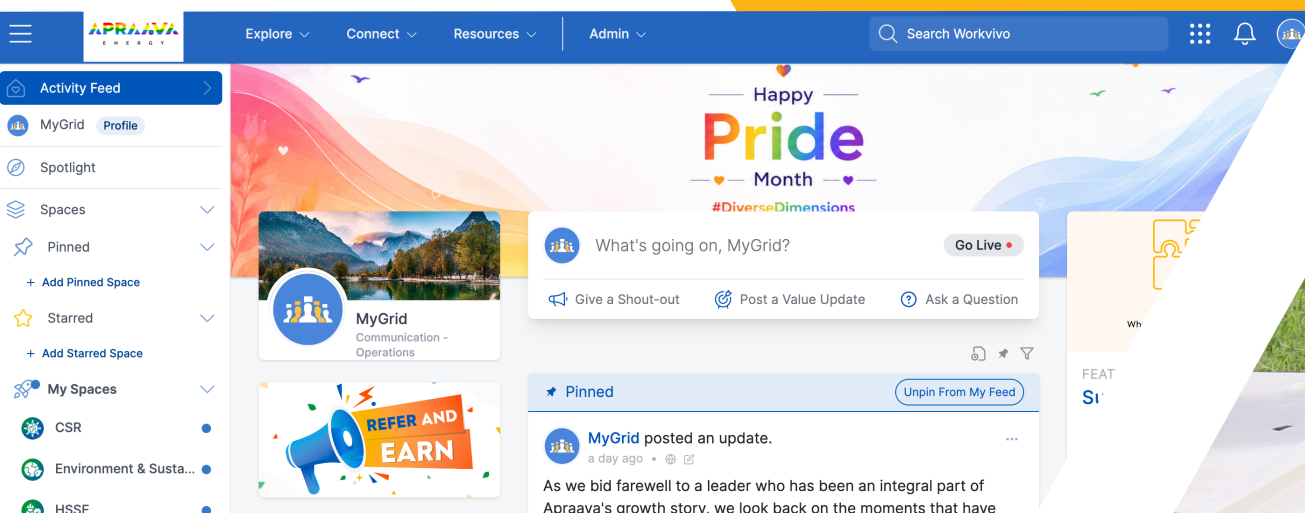
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Great Place to Work: Strengthening Trust Through Employee Feedback

For the third consecutive year, Apraava Energy has been certified as a Great Place to Work. During the year, we recorded a 97% participation rate in the survey and a Trust Index score of 79%, reflecting employee confidence across leadership credibility, respect, fairness, pride, and camaraderie. Further reinforcing this commitment, Apraava was also recognised among the Best Workplaces in the Energy, Oil and Gas sector 2025.



Apraava recorded a Trust Index score of

79%



Building Capability Through Continuous Learning

We continue to focus on building a culture of learning that supports both individual growth and evolving business priorities. Anchored by our **G.R.O.W.** framework—Growth Mindset, Result Orientation, Openness to Change, and Working with Synergy—our approach focuses on building adaptability, collaboration, and a shared commitment to performance across the organisation. Through structured programmes, partnerships with professional institutes, and

on-the-job exposure, we continue to develop relevant, future-ready capabilities.

During the year, learning priorities remained closely aligned with business needs, with training themes shaped in collaboration with function and asset leaders. Inputs from employees and managers further refined programmes across technical, behavioural, and Health, Safety, Security and Environment (HSSE) areas.



Strengthening Business Acumen Across the Organisation

As part of our continued focus on developing future-ready talent, we launched the Business Acumen Journey to help employees build a broader understanding of industry dynamics, strategic decision-making, and the interconnected drivers of business performance. Delivered by Apraava Energy’s own leaders and subject matter experts, the programme combines organisational context with practical insights, strengthening collaboration and knowledge sharing across functions.

Through approximately 20 hours of primarily in-person learning, the programme brings together perspectives across strategy, finance, business development, and technical domains, helping employees move beyond functional expertise

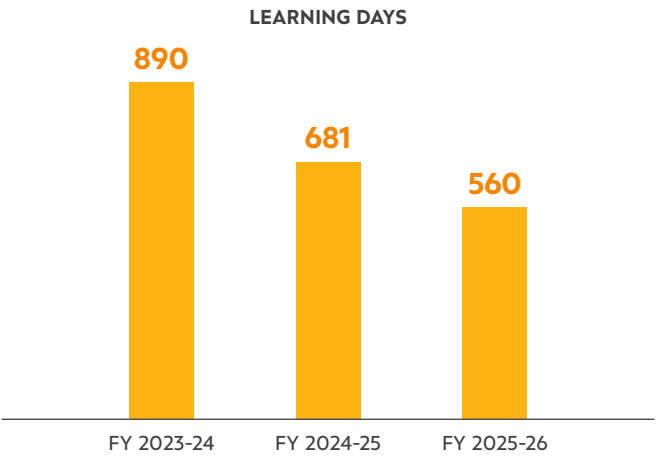
and develop a more holistic understanding of how the organisation creates long-term value.

Our learning and development approach facilitates hands-on experience through peer learning programmes, conferences, master classes, external programmes, and mandatory learning programmes. This enables a broader exposure and outside-in perspective. Platforms such as GyanTech and GyanSarovar remain critical in extending access to learning, particularly for employees in remote locations.

As we look ahead, we are also working towards introducing next-generation learning platforms to further personalise and scale development opportunities, reinforcing our commitment to continuous learning across the organisation.

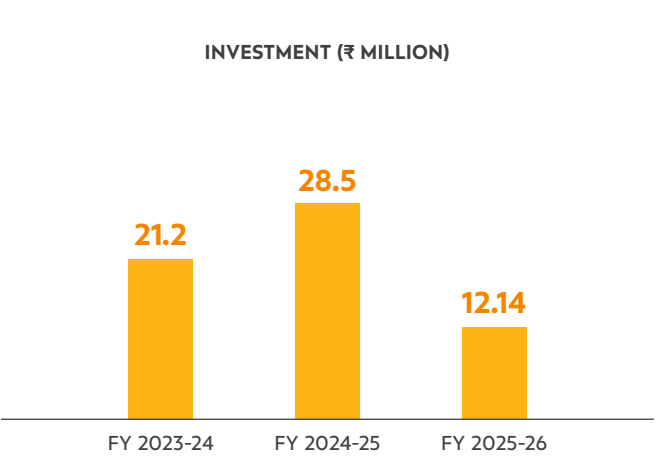
Learning Day Efforts by Renewable University

(GRI 404-2)



Investment in Employee Training and Development Activities

(GRI 404-2)



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

Type of Intervention	Learning Effort (Training days)
Certification Programmes	101.1
Skills building sessions	440
G.R.O.W. Developmental Interventions	18.8
Total	559.9



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

Category	Parameter	FY 2023-24			FY 2024-25			FY 2025-26		
		Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	Training hours	3,247	440	3,687	3,006	587	3,593	3,139	260	3,399
	Percentage (%) covered	100	100	100	100	100	100	97	100	98
	Training hours/employee	53	73	55	40	73	43	41	33	40
Managerial & Professional Staff	Training hours	16,842	3,415	20,257	19,422	7,990	27,412	10,383	1,035	11,417
	Percentage (%) covered	96	98	96	100	100	100	99	100	99
	Training hours/employee	62	70	63	61	174	75	29	19	28
Administrative & General Staff	Training hours	3,959	817	4,776	8,888	2,021	10,910	2,114	648	2,762
	Percentage (%) covered	97	100	98	98	100	99	99	100	99
	Training hours/employee	39	43	40	81	55	74	21	24	21
Total	Training hours	24,048	4,672	28,720	31,316	10,598	41,915	15,635	1,942	17,577
	Percentage (%) covered	97	99	97	99	100	99	99	100	99
	Training hours/employee	55	63	57	62	116	70	29	22	28

Building Leadership Continuity and Future-Ready Talent

We are committed to identifying, developing, and leveraging the potential of our employees to drive organisational performance while preparing them for future roles. We act on the belief that leadership potential can be developed through systematic inputs and planned interventions, with leaders responsible for nurturing successors and individuals taking ownership of their growth.

In 2025, we rolled out Talent Review Councils (TRCs) to strengthen leadership continuity and future readiness. These councils focus on:



Succession planning for critical positions



Talent pool identification and segmentation



Inclusion of diverse groups through targeted initiatives



Systematic investment in talent development

This structured approach ensures a pipeline of capable leaders, supports high-potential talent development, and strengthens the organisation’s readiness for future challenges.



Hiring Smartly for Capability, Agility, and Future Growth

As our business expands across renewables, transmission, and digital energy solutions, our talent acquisition approach continues to evolve to build an agile, skilled workforce aligned with emerging capability needs.

During the year, we strengthened our hiring processes through greater use of data and structured insights. Recruitment dashboards now provide visibility into stage-wise turnaround times and conversion metrics, enabling faster decisions and improved efficiency across the hiring lifecycle.

We also continued to deepen our engagement with local talent pools through direct campus outreach in project catchments, improving both quality of hire and long-term retention. We have hired twenty-five GETs and MTs across functions directly from campuses, and thirteen of these (52%) hires are women.

In specialised areas such as AMI, a multi-channel approach that includes partnerships with vendors, skill development institutes, and flexible staffing models has helped address talent availability challenges.

Leveraging Employee Referrals for Quality Hiring



Our employee referral programme continues to be a strong channel for identifying high-quality talent, with an additional referral bonus given for women candidates. Referrals have enabled faster hiring turnaround, improved offer-to-join conversion, and stronger retention outcomes, while also reducing reliance on external consultants. At the same time, the programme rewards employees through the In-the-spotlight R&R portal.

In FY 2025-26,
1 out of 2
new joiners have been sourced through our referral programme.

Together, these efforts are enabling a more responsive, efficient, and business-aligned talent acquisition model.



Total Staff at Apraava Energy (GRI 2-7)

Particulars	FY 2023-24			FY 2024-25			FY 2025-26		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	61	6	67	78	8	86	77	8	85
Managerial & Professional Staff	272	49	321	318	46	364	357	55	412
Administrative & General Staff	101	19	120	110	37	147	102	27	129
Total	434	74	508	506	91	597	536	90	626

Note: The above figures include employees of Jhajjar Power Limited, which was divested on 27th March, 2026. Excluding Jhajjar Power Limited, the total number of employees as on 31st March, 2026 stood at 407.

Proportion of senior management hired from the local community (GRI 202-2)

Parameter	FY 2025-26
Percentage of senior management at significant locations of operation hired from the local community	38%
Definition used for “Senior Management”	DGM & above
Organisation’s geographical definition of “Local”	Same City
Definition used for “Significant Locations of Operation”	All locations

New Employee Hires during FY 2025-26 (GRI 401-1)

Age Group	Male	Female	Total	New Hire Rate (%)
Below 30 years	22	8	30	23%
30 to 50 years	95	4	99	74%
More than 50 years	4	0	4	3%
			133	

Employee Turnover during FY 2025-26 (GRI 401-1)

Age Group	Male	Female	Total	Attrition / Turnover Rate (%)
Below 30 years	9	6	15	18%
30 to 50 years	66	4	70	16%
More than 50 years	5	1	6	8%

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

At Apraava Energy, all permanent employees participate in regular performance and career development reviews, creating a consistent framework for goal setting, feedback, and growth. These conversations help to assess performance, identify development needs, and plan future career pathways. By reinforcing open dialogue and accountability, we continue to strengthen a culture where employees are supported in their growth and encouraged to take ownership of their development.

Employee Category	FY 2023-24		FY 2024-25		FY 2025-26	
	Male	Female	Male	Female	Male	Female
Senior Management	61	6	75	7	72	8
Managerial and Professional Staff	238	46	281	41	327	52
Administrative and General Staff	95	17	88	17	88	27

Note: For JPL, compensation actions linked to the assessment were not undertaken, as the entity was taken over by another company during the reporting period and was therefore outside our operational scope.

Employees Opting for Parental Leave in FY 2025-26 (GRI 401-3)

Parameter	Male	Female
Employees entitled for parental leave	536	90
Employees that took parental leave	26	5
Employees that returned to work	25	1
Return to Work rate for Employees	96%	100%
Employees that took parental leave and returned in prior year	20	3
Employees retained 12 months after leave	17	2

***Note:** 4 out of 5 female employees are still active, but yet to return from their maternity leave.



Leading Industry Dialogue on Workplace Inclusion

Our commitment to DEIB extends beyond our own workforce to contributing to broader conversations that can accelerate inclusion across the sector. During the year, we hosted the energy and manufacturing sector's first DEIB Roundtable, bringing together industry leaders to exchange perspectives, share best practices, and collectively explore pathways towards more inclusive workplaces.

The discussions examined India's evolving DEIB landscape and the changing expectations of the workforce, particularly around belonging, psychological safety, and equitable experiences. Through candid dialogue and cross-sector learning, participants reflected on the need to move beyond intent and translate inclusion into sustained action embedded within organisational culture, leadership, and decision-making.

The roundtable featured perspectives from industry leaders, including a keynote by Sushma Rawat, Former Director of Exploration at ONGC, who shared insights from her own professional journey and the importance of overcoming barriers to create more diverse leadership pathways.

Deepa Sebastian, our CHRO, reflected, "We do not want to build organisations where we are comfortable with silence. We want every voice to be heard, valued, and empowered."

By convening such conversations, we continue to strengthen our role in shaping a more inclusive energy ecosystem where diversity is valued, voices are represented, and meaningful progress is achieved collectively.

Shaping an Inclusive Workforce with DEIB

At Apraava Energy, our approach to Diversity, Equity, Inclusion and Belonging continues to move from intent to embedded practice, shaping how we hire, design workplaces, enable careers, and listen to our people. The focus this year has been on strengthening structural enablers, deepening engagement, and building pathways for long-term inclusion across roles and locations.



Strengthening Representation Across Roles

Efforts to improve gender diversity, particularly across wind and solar assets, have been expanded through targeted hiring, inclusive job design, and capability-building initiatives.

- ▶ Deployment of female security personnel at Veltoor to improve contractual women representation
- ▶ Introduction of an all-female morning batch at Veltoor to enable entry into site operations
- ▶ Exploratory discussions with business functions to map diversity talent across the sector

Creating Pathways for Inclusion in Technical Roles

Inclusion is being supported through long-term capability building and structured support systems.

- ▶ Specialised training and certification programmes for women in turbine operations, solar maintenance, and grid management
- ▶ Mentorship programmes to support career progression and retention
- ▶ Safer and more inclusive site environments through transport, infrastructure, and workplace policies

Improving Accessibility and Infrastructure

Focused interventions have strengthened physical access and usability across locations.

- ▶ Upgraded employee amenities, including washroom facilities and housekeeping across sites
- ▶ Ongoing infrastructure reviews and surveys to identify and address improvement practices
- ▶ Accessibility enhancements such as ramps for Persons with Disabilities at office and site locations, including the Fulcrum Building

Expanding Opportunities for PWDs

- ▶ Onboarding of Persons With Disabilities (PWDs) in housekeeping and administrative roles
- ▶ Continued sensitisation programmes to build inclusive workplace practices



Caring Connections: Meaningful Support for New Parents

At Apraava Energy, key personal milestones are valued with the same care and attention as professional achievements. The transition into parenthood is one such moment, bringing joy, adjustment, and new responsibilities all at once. Through Caring Connections, we continue to strengthen the support available to employees as they navigate this important phase of life.

Designed as a holistic parental support programme, Caring Connections helps employees access the resources, policies, counselling support, and workplace flexibility needed during early parenthood. The initiative combines practical assistance with emotional well-being

support, recognising that meaningful care often lies in helping employees feel informed, prepared, and supported through periods of transition.

The programme includes dedicated counselling sessions for parents and spouses, specialised nutrition and wellness check-ins, manager and employee toolkits, emotional support through the Employee Assistance Programme, and curated care kits designed for the early stages of parenting. During the year, Apraava also strengthened parental leave support, including enhancements to paternity leave and adoption leave provisions, reflecting a more inclusive and balanced approach to caregiving responsibilities.

Encouragingly, participation from male employees has continued to grow, signalling a broader cultural shift towards recognising parenting as a shared responsibility rather than support centred only around maternity. Together, these efforts are helping create a workplace culture that remains high-performing while also being empathetic, inclusive, and grounded in care.



We sincerely appreciate the thoughtful support extended by Apraava. The parental kit was thoughtfully curated with essential items, and the Maternity Assistance Programme provided valuable guidance and counselling throughout our journey."

- Akshat Mittal



Recognition and External Validation

Our commitment to building a more inclusive workplace received external recognition during the year through the CII Award for Excellence in Women in STEM. Apraava Energy was recognised among the Top 25 Organisations across India and was also honoured as the Top Company – Manufacturing MSME, reflecting our continued efforts to enhance representation, create equitable opportunities, and enable the growth of women in STEM-related roles.

The recognition places Apraava alongside leading organisations across industries and reinforces the progress we have made in embedding diversity, equity, and inclusion across our people practices, leadership commitment, and workplace culture. It also reflects our continued focus on creating an environment where women are empowered to build meaningful careers, contribute their expertise, and thrive.



Diversity at Apraava Energy (GRI 405-1)

Groups	Male	Female	Below 30 years	30-50 years (including 30 & 50)	More than 50 years
Employee	536	90	89	457	80
IEX	7	1	0	2	6
SWG	13	4	0	9	8
DE&I Council	11	4	0	6	9
Board of Directors	6	0	0	1	5

Rewarding Performance with Fairness, Growth, and Recognition (GRI 2-20, 2-21)

At Apraava Energy, our Total Rewards approach is designed to create a meaningful employee experience by integrating financial rewards, recognition, well-being, and growth opportunities. It serves as the foundation for consistent and equitable decisions that support business objectives while reinforcing a culture of meritocracy, inclusion, and collective success.

The Nomination and Remuneration Committee continues to oversee leadership compensation, while defined review processes guide increments and incentives across the organisation. Our continued focus on pay equity is reinforced through independent assessments, with our 2025 review confirming equitable compensation outcomes for women employees.

Recognising Contributions and Encouraging Excellence

Meaningful recognition remains central to our employee experience. Through our structured recognition platform, In the Spotlight, we celebrate individual and team achievements through peer appreciation and reward points, strengthening a culture where contributions are visible and collective wins are valued.

A personalised digital Total Rewards Statement provides employees with a single view of compensation changes and benefits, improving transparency and awareness. We also continue to enhance employee well-being through progressive benefits, including strengthened parental support, improved cashless healthcare access in remote locations, simplified insurance processes, and employee assistance programmes focused on holistic well-being.

Following the implementation of the Labour Codes in November 2025, we undertook a comprehensive review of our compensation framework in partnership with Deloitte. Based on this assessment, a revised compensation structure was implemented from 1st April, 2026 to enhance flexibility, optimise employee benefits, and ensure continued alignment with evolving regulatory requirements.A

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	8,806,291	77	7,701,500	1.14
Managerial and Professional Staff	55	1,777,500	357	1,820,001	0.98
Administrative and Support Staff	27	714,000	102	858,212	0.83
Total	90	1,335,986	536	1,756,810	0.76

Variable Pay: Aligning Performance with Sustainability (GRI 2-19)

Our variable pay framework continues to link individual performance with broader organisational outcomes, ensuring a balanced and consistent approach to rewards.

- ▶ All employees are covered under a structured annual incentive plan, combining individual performance with overall company performance
- ▶ The weightage varies by Grade Level, with senior roles more closely aligned to organisational performance and junior roles to individual contribution
- ▶ Payouts are determined through a calibrated process, guided by the Organisation Performance Score and aligned to business priorities

Performance metrics continue to reflect key organisational priorities, including safety, ESG targets, as well as employee and workplace culture, reinforcing accountability beyond financial outcomes. Within the company performance component of variable pay, the framework balances financial performance with non-financial priorities such as safety, ESG, and workplace culture, while the mix between individual and organisational performance continues to vary across grades.



Spanning People Practices to Our Contractor Workforce

As our operations scale, a significant portion of our workforce operates through contractors and partners. Strengthening engagement, capability, and accountability across this extended workforce remains a key priority. During the year, we enhanced structured engagement mechanisms such as monthly reviews, safety scorecards, and feedback platforms to better understand and address contractor needs. Improvements in onboarding, capability building, and working conditions are helping create more consistent experiences across sites.

A notable example was the AMI contractor onboarding portal, which received the Safety Innovation Award from the India HSE Awards during the year for strengthening digital onboarding standards, efficiency, and compliance readiness across a large and distributed workforce. These efforts are closely aligned with our broader focus on safety, human rights, and ethical business practices, ensuring that the same standards of fairness, dignity, and performance extend across our value chain.

Upholding Human Rights Across Our Workforce (GRI 2-23)

At Apraava Energy, respect for human rights is embedded in how we operate, engage, and grow. Guided by the principles of the ILO Core Conventions and the UN Global Compact, we continue to strengthen systems that uphold dignity, fairness, and safe working conditions across our workforce and extended ecosystem. Our focus remains on building awareness, reinforcing accountability, and ensuring that these principles translate into everyday practice.

During the year, we advanced our Human Rights Due Diligence (HRDD) efforts to better understand on-ground realities across sites. These assessments have helped identify gaps and take timely corrective actions, particularly in improving the experience, satisfaction, and engagement of O&M partner employees. This marks a shift from policy commitment to more structured, site-level implementation and continuous improvement.

At the same time, we continue to reinforce a strong foundation of ethics and accountability from the moment employees join. All new hires undergo structured Code of Conduct (CoC) sessions led by senior leadership, ensuring clarity on expectations around integrity, behaviour, and compliance. In 2025, we conducted 12 in-person Code of Conduct sessions for 171 project-based employees, co-facilitated by HR and Finance teams. These sessions are supported by case-based discussions and leadership messaging that underline the importance of ethical conduct as a shared responsibility. We have conducted the session on Right Environment at Workplace (REW) across 30 sites of Apraava covering 1,017 contract staff employees. The employees were sensitised on aspects such as Respect for All, Gender Sensitisation & POSH, Code of Conduct, Alcohol & Drug Policy, and Grievance Redressal Mechanisms.

Alongside this, we continued focused awareness programmes on gender sensitisation and prevention of sexual harassment, supported by periodic Code of Conduct refreshers across expanding, people-intensive businesses such as Construction and AML.

Extending Human Rights Across Our Supply Chain

We continue to integrate human rights expectations across our value chain through clear policies and engagement. The Supplier Code of Conduct and Responsible Procurement Policy Statement (RePPS) set out expectations for fair labour practices, ethical working conditions, and zero tolerance for forced or child labour. Through a combination of due diligence, ongoing monitoring, and supplier engagement, we are working to strengthen alignment across partners while fostering a culture of shared responsibility.

As we scale our operations, our approach to human rights remains anchored in proactive identification, continuous learning, and consistent enforcement to ensure that respect for people remains central to our growth.



Employees and Workers Training on Human Rights Issues and Policy

(GRI 412-2)

Category	FY 2023-24	FY 2024-25	FY 2025-26
Employees	367	557	626
Workers	1,518	2,416	2,712

Grievance Redressal

At Apraava Energy, we continue to strengthen a workplace culture built on openness, trust, and accountability. Our grievance redressal framework is designed to ensure that concerns are raised without hesitation and addressed with fairness, confidentiality, and timely action.

Employees and contract staff have access to multiple channels to report concerns related to workplace practices, safety, conduct, and compliance. Regular awareness sessions and structured engagement help reinforce understanding of these mechanisms, while safeguards are in place to protect complainants and ensure impartial resolution.

Grievance Redressal Mechanisms at Apraava Energy

(GRI 2-16, 2-25, 2-26)

- 1

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
- 2

Complaint Dropbox
A designated dropbox at JPL for contractor grievances
- 3

Monthly Meetings for Contractual Staff
Meetings with department engineers, HR, and contractor representatives to address concerns
- 4

Internal Committee under the Sexual Harassment of Women at the Workplace Act, 2013
A structured and accessible mechanism to address workplace concerns related to harassment, while supporting a safe, respectful, and inclusive work environment
- 5

Complaints Register
Maintained across RE and Transmission to track and resolve complaints
- 6

Open House Platform
Facilitating two-way open discussions with the management about workplace updates

Through these mechanisms, we continue to build a culture where employees and partners feel confident in raising concerns, knowing they will be addressed with integrity and accountability.

Grievances Raised by Stakeholders

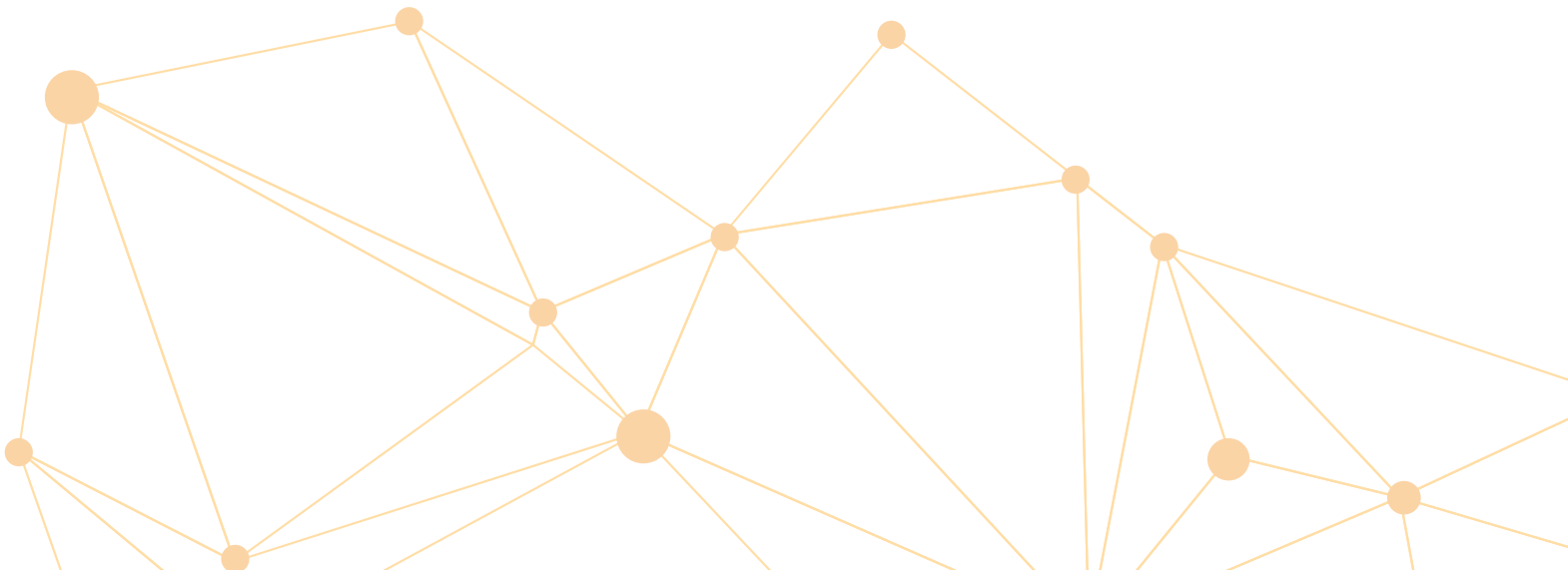
(GRI 2-16, 2-25, 2-26)

Working Conditions and Health and Safety	1
Bribery/Corruption	2
Human Rights	NIL
Conflict of Interest	2
Customer Complaints	NIL

Communication and Training About Anti-Corruption Policies and Procedures

(GRI 205-2)

Parameter	Category	FY 2025-26
Total percentage of employees to whom the organisation's anti-corruption policies and procedures have been communicated, broken down by employee category	Senior management	100%
	Middle management	100%
	Junior management	100%
Total percentage of employees who have received training on anti-corruption, broken down by employee category	Senior management	100%
	Middle management	100%
	Junior management	100%



Our Commitment to Health, Safety, and Well-Being

(GRI 403-1, 403-2, 403-4, 403-5, 403-8)

A healthy, engaged workforce remains fundamental to a resilient organisation. Our commitment to employee well-being continues to span physical health, mental wellness, workplace flexibility, and family support to ensure that employees feel supported and equipped to perform at their best.

We continue to invest in comprehensive wellness programmes, including preventive healthcare, medical insurance, health screenings, and employee assistance initiatives. This is further supported through health risk assessments for high-risk roles, fatigue management measures for field and shift-based employees, and continued integration of mental well-being into the broader HSE framework. Access to doctor-on-premises services and counselling support further strengthens our focus on holistic well-being.

At the same time, our safety approach remains anchored in robust systems and processes. Regular internal audits and third-party inspections help identify and mitigate risks, while structured HSSE training ensures that employees and partners are equipped with the knowledge to operate safely. Role-based HSE competency frameworks continue to guide induction, refresher training, and authorisation requirements for safety-critical activities, covering areas such as work at height, electrical safety, confined spaces, lifting operations, and energisation/isolation controls. Ongoing initiatives such as safety awareness programmes and periodic engagement activities continue to reinforce a strong safety-first mindset across the organisation.

Building on this foundation, our focus is now expanding toward embedding safety more deeply into everyday behaviours, decision-making, and on-ground practices.

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

Safety Indicators	Category	FY 2023-24	FY 2024-25	FY 2025-26
Loss Time Injury Rate (LTIR) [per one million man hours worked]	Employees	0	0	0
	Workers	0.22	0.09	0.18
Total Loss Time Injuries	Employees	0	0	0
	Workers	2	1	3
Total Recordable Injury Rate (TRIR) [per one million man hours worked]	Employees	1.07	0	0.81
	Workers	1.55	1.31	1.29
Total Recordable Work-related Injuries	Employees	1	1	1
	Workers	14	14	21
No. of Fatalities	Employees	0	0	0
	Workers	1	1	0
High-Consequence Work-related injuries (excluding Fatalities)	Employees	0	0	0
	Workers	0	0	2

Strengthening Incident Management and Learning Systems

At Apraava Energy, operational sites remain ISO 45001:2018 certified, providing a strong foundation for safety governance. Building on this, we have introduced structured learning platforms and immersive VR-based training modules to enhance hazard awareness and safety capability. Over 25 HSE training modules, developed with third-party partners, now enable workers to experience hazards in a safe, simulated environment during induction, reinforcing the importance of safety controls. At renewable sites, VR training covers critical operating procedures, including climbing and descending 120-meter-high wind turbines and scenarios such as falls from nacelles, hubs, or lattice structures. These interventions provide employees with firsthand understanding of risks, building both awareness and preparedness. Behaviour-Based Safety (BBS) capability-building programmes have also been strengthened for supervisors and observers to improve intervention quality, coaching, and safe decision-making on the ground.

Digital safety tools complement these learning initiatives. With Gensuite reporting, mobile apps, and QR code-enabled reporting, near-miss incidents are easier to report, track, and learn from. This accessibility has increased both the volume and quality of near-miss reports, while frequent recognition of proactive reporting motivates employees and reinforces a culture of transparency and accountability. Incident investigations, root-cause analysis, and corrective action tracking are also being strengthened through digital systems to support timely closure of actions and prevent recurrence. In parallel, Lead Incident Investigator training through external experts is planned to further strengthen investigation capability across the organisation.



Managing Contractor Safety (GRI 403-7)

Contractors form a significant part of our workforce, and managing their safety is critical to operational integrity. To strengthen accountability across the value chain, we have updated the HSE Expectations document for new contracts, introducing a detailed pre-bid questionnaire that evaluates contractor past performance, procedures, and safety culture.

For ongoing contracts, monthly safety scorecards track performance against leading and lagging indicators, while competency requirements for Safety Officers and Supervisors ensure high-quality safety oversight. Together, along with the digitisation of Permit to Work system, these tools drive consistent safety practices, reinforce standards, and embed accountability across the extended workforce. Structured engagement through monthly reviews, feedback forums, toolbox talks, and communication in local languages further helps strengthen awareness and alignment on life-saving rules and critical controls across contractor teams.

Driving Behavioural Safety and Cultural Transformation

A key focus this year has been addressing the root causes of incidents by strengthening behavioural safety across project and operational sites. Our approach increasingly positions safety as a shared organisational value, encouraging employees and workers to speak up on hazards, unsafe acts, and near-misses without fear of retaliation. This emphasis on employee voice is helping reinforce a more transparent and proactive safety culture across locations.

To strengthen the response to cultural safety issues and display of unsafe behaviour, the Company has implemented BBS frameworks, supported by defined observation processes, training programmes, and performance tracking. These interventions are designed to build awareness, encourage safe practices, and reinforce accountability at the individual and team levels.

In addition, specialised behavioural interventions have been introduced at project sites, including the deployment of trained experts to help identify patterns and guide the transition from unsafe to safe behaviours. Lessons learned from incidents are systematically shared across locations to enable broader awareness and consistent improvement. This focus on closing the feedback loop helps ensure that reporting translates into visible actions, including procedural improvements, engineering controls, and refresher training interventions.

Through these efforts, we are progressively strengthening a culture where safety is actively practised and owned by moving toward a more interdependent model where individuals take responsibility for both their own safety and that of others.

Propagating Safety Governance from the Top

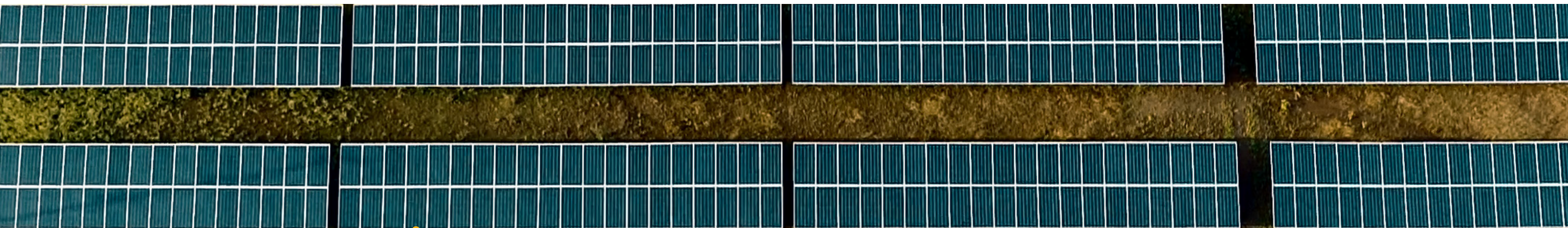
Leadership engagement continues to play a critical role in strengthening safety across the organisation. Regular site-level interactions, including safety walks and reviews, are increasing visibility into on-the-ground practices while reinforcing the importance of adhering to safety standards. Toolbox talks, leadership safety interactions, and proactive engagement routines are further helping create an environment where employees and workers are encouraged to raise concerns, report hazards, and intervene without fear of retaliation.

Safety performance is increasingly being embedded into role-linked metrics, ensuring that accountability is clearly defined across levels. Structured monitoring mechanisms, including regular progress reviews with contractors and project teams, are further strengthening alignment and execution. Leading indicators such as near-miss reporting, hazard identification, Permit-to-Work compliance, and critical control verification also form part of leadership performance focus areas and annual goals.

This visible and consistent leadership focus is helping drive a stronger safety culture where expectations are clearly communicated, behaviours are reinforced, and safety remains a shared organisational priority.

Strengthening Preparedness and Continuous Improvement

Alongside prevention and governance, we continue to strengthen preparedness across sites to ensure timely and effective response to potential incidents. This includes the deployment of emergency response infrastructure such as Automated External Defibrillators (AEDs) at critical locations, along with structured first-aid training for designated personnel. Emergency preparedness measures have also been strengthened through periodic drills, rescue readiness programmes for work-at-height locations, and capability-building for emergency responders and fire wardens.



Focused interventions, including workshops on transitioning from compliance-driven practices to culture-led safety, are supporting teams in building greater awareness and responsiveness on the ground. In this context, we are working to advance our safety culture along the DuPont Bradley Curve, with the aim of progressing from a dependent to a more interdependent environment where safety is collectively owned by individuals and teams alike. At the same time, efforts are underway to standardise operating procedures across businesses, ensuring consistency while accounting for site-specific requirements.

Continuous improvement is further supported through enhanced reporting and feedback mechanisms, including increased participation in near-miss reporting and planned expansion of safety perception assessments across the organisation. These insights are helping identify gaps, strengthen interventions, and shape a more proactive and responsive safety framework.

Together, these efforts are enabling a more resilient approach to safety—one that combines preparedness, learning, and continuous refinement to support safer outcomes across operations.

Benefits provided to full-time employees that are not provided to temporary or part-time employees (GRI 401-2)

Benefit	Provided to Full-Time Employees (Yes/No)	Provided to Temporary / Part-Time Employees (Yes/No)
Life insurance	Yes	Yes
Health care	Yes	Yes
Disability and invalidity coverage	Yes	Yes
Parental leave	Yes	Yes
Retirement provision	Yes	Yes

Comprehensive Wellness Programmes Across Apraava Energy (GRI 403-3, 403-6)

Our key initiatives include:

Health & Medical Support

- ▶ Annual health check-ups for employees with specialist doctor consultations
- ▶ Domiciliary Medical Reimbursement to all employees
- ▶ On-site doctor visits 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 ₹5-15 lakhs
- ▶ Doctor-on-Premises Initiative, offering 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
- ▶ Offering guidance and resources to employees and their spouses through the 1to1 Maternity Assistance Programme

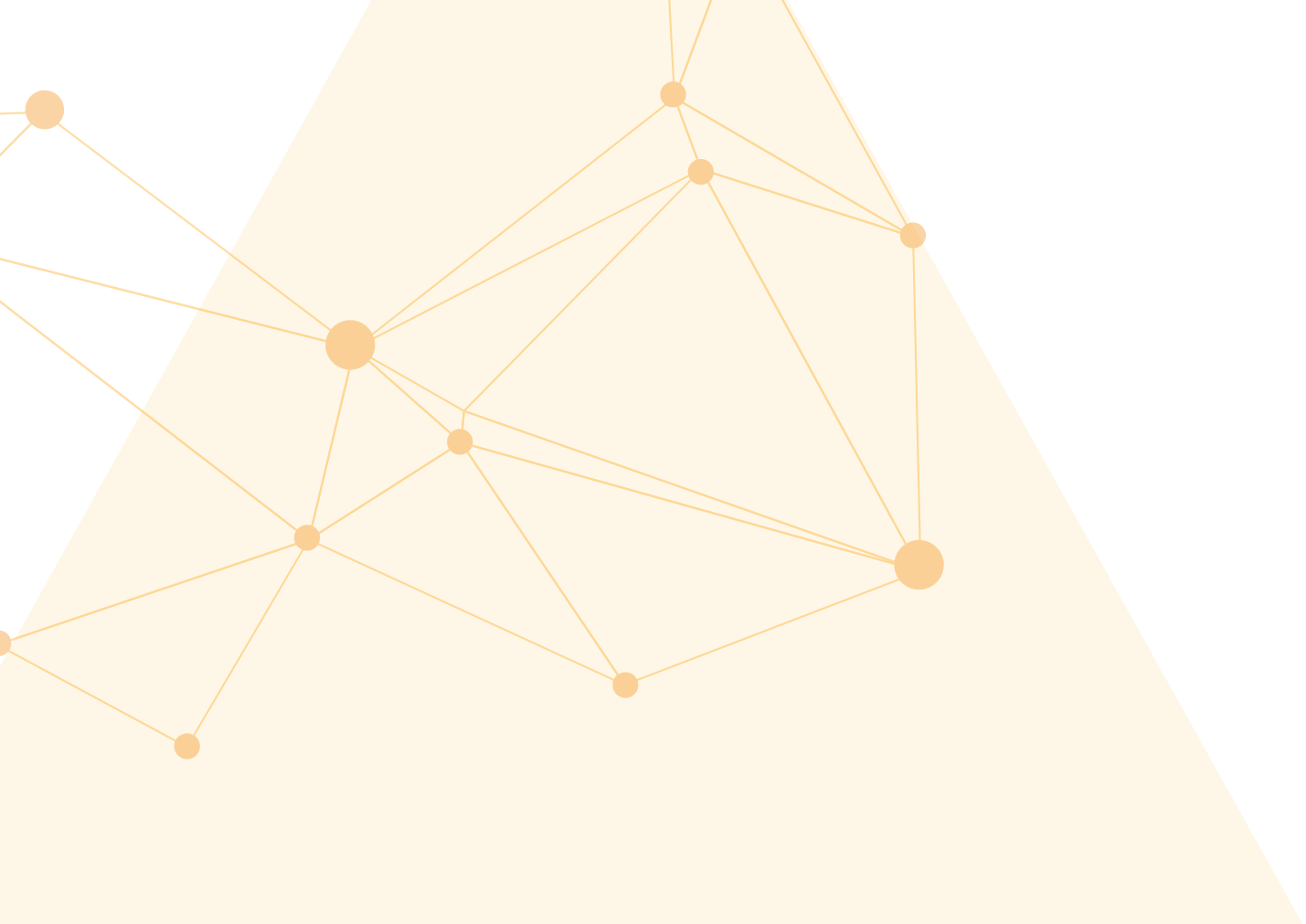
Workplace Flexibility & Family Support

- ▶ Hybrid work model allows employees greater control over their work schedules
- ▶ Flexible work hours eliminate mandatory physical attendance requirements post-COVID
- ▶ On-site crèche 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
- ▶ Cafeteria provisions for a balanced diet, reinforcing a culture of overall wellness
- ▶ Regular fitness challenges, sports tournaments, and well-being workshops to promote healthy living





Reimagining a Smarter Human Capital

As Apraava Energy continues to evolve, so does our understanding of human capital. The focus is no longer limited to building a capable workforce, but on creating an organisation where people, culture, technology, and purpose move in alignment. Across our businesses and locations, this has meant strengthening systems that support learning, deepening participation and accountability, and shaping an environment where individuals are empowered to grow alongside the organisation.

What emerges is a more connected and future-ready workplace, where capability is continuously developed, leadership is nurtured early, and employee experience is shaped through inclusion, listening, and shared ownership. Going forward, we plan to pilot and subsequently roll out Agentic AI to answer employee queries on important policies and updates, making information accessible and personalised.

Looking ahead, human capital will remain central to how Apraava Energy scales and adapts in a changing energy landscape. The technologies we adopt, the culture we strengthen, and the opportunities we create will continue to shape a workplace that is agile, responsible, and deeply anchored in people.



Staying Connected: The Apraava Energy Alumni Network

As Apraava Energy continues to grow and evolve, we remain committed to nurturing relationships that extend beyond active employment, recognising our alumni as lifelong ambassadors of our culture, values, and journey.

During the year, we strengthened this connection through Beyond the Grid, our flagship alumni engagement initiative that brought together former colleagues spanning over 24 years of Apraava's journey. More than a reunion, the platform celebrated shared experiences, strengthened emotional connections, and reinforced the message that the relationship with Apraava continues beyond tenure.

The initiative was supported by a structured alumni engagement approach, including an Alumni Newsletter and a strengthened alumni network

reaching over 600 former employees. These platforms continue to share business milestones, leadership perspectives, industry recognition, and opportunities for continued engagement.

The annual Alumni Meet welcomed nearly 200 participants, including members from Apraava's founding years, and was organised as a zero-waste event, reflecting our commitment to embedding sustainability into every aspect of stakeholder engagement. The event also strengthened employer branding and talent outreach, with alumni continuing to contribute through referrals, advocacy, and even expressions of interest in rejoining the organisation.

Through these efforts, we are building an enduring community that remains connected to Apraava's purpose, celebrates its legacy, and continues to contribute to its future journey.

