

### Strategic Business Objectives

**SBO6:** Create an engaged, agile, customer centric and future ready workforce

### Governance enablers

- Tata Code of Conduct
- Human Rights Policy
- HR Policies
- Prevention of Sexual Harassment Policy

### Material topics

- Employee well-being
- Training, education and development
- Occupational health and safety
- Human Rights

### Key performance indicators

- Labour management relations
- Diversity and equal opportunity
- Non-discrimination
- Risk of incidents concerning child and forced labor
- Freedom of association and collective bargaining
- Human rights assessment and training
- Average hours of training for employees
- Regular performance and career development for employees
- Programs to upgrade employee skills
- Hazard identification, risk assessment and incident investigation
- Worker training on Occupational Health and Safety (OHS)
- Work related injuries and ill health

### Key risks addressed

- Technology risk
- Climate change and business continuity linked risks
- Talent retention and succession

### Sustainable Development Goals

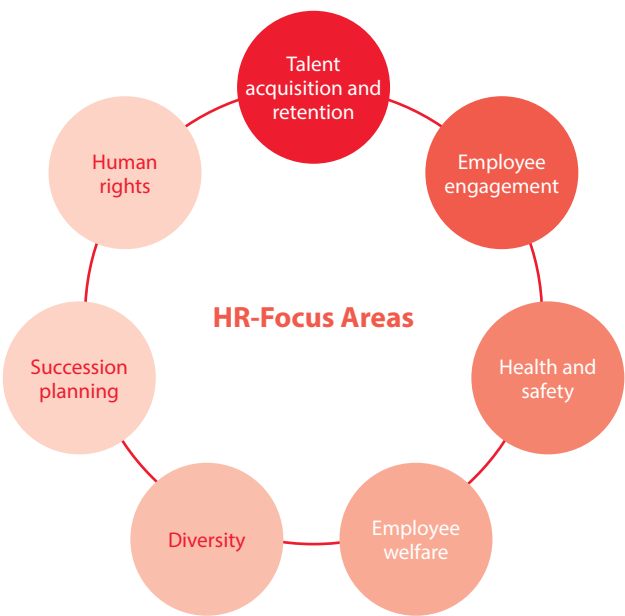
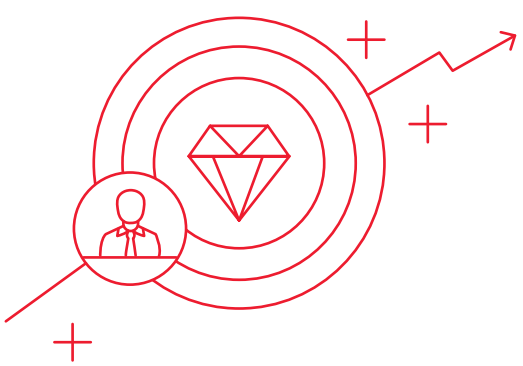


### Interaction of human capital with other capitals

	INTELLECTUAL	MANUFACTURED	FINANCIAL	SOCIAL & RELATIONSHIP	NATURAL
<b>Capital tradeoffs</b>	Building a culture of innovation and out of the box thinking helps build a future ready organization with innovative offerings and solutions	Learning and development programmes designed to augment and enhance employee skill set and build capabilities resulting in growth in new business initiatives and development of future ready technology and energy solutions	Depletion of financial capital to increase investments in employee training and development. Strategic programmes would enable significant return on investment in the medium and long term	Channeling employee skill sets and productivity levels to enhance customer satisfaction and drive value creation for our communities	Presence of sustainability awareness across our workforce to promote green initiatives and reduce environmental impact
<b>Impact across the &lt;IR&gt; capitals</b>	Increased employee participation in Power Innovista and Shikhar	Required availability maintained even during the time of pandemic for generation, transmission & distribution networks	<b>₹4.94 crore</b> spend on training & development of workforce to enable strategic financial decision-making	<b>17,000</b> employees volunteered across 1,380 CSR activities	<b>Over 1,000</b> green heroes as part of the Greenolution initiative

Leading the way for value creation

At Tata Power, we nurture a high performance and innovation driven culture. Our Human Resource (HR) strategy aims to create a work environment that is driven by our purpose and values. We continue to focus on strengthening employee capabilities in alignment with the Company’s objectives, while safeguarding the welfare of our workforce. Additionally, we leverage seven focus areas of our HR strategy to enhance employee engagement and development to deliver sustained growth.



Tata Power’s workforce FY21\*

Employee Category	Female	Male	Aged <30 years	Aged 30-50 years	Aged >50 years	Total
Senior Management	17	351	0	125	243	368
Middle Management	71	1,100	2	796	373	1,171
Junior Management	762	4,860	1,407	3,765	450	5,622
Workmen**	377	9,273	292	6,167	3,191	9,650
FDA***	265	1,550	788	661	366	1,815
Total	1,492	17,134	2,489	11,514	4,623	18,626
Contractual Workforce	1,792****	40,025****	N/A	N/A	N/A	41,817
Permanent employees with disabilities*****	3	33	1	18	17	36

\* Includes only manpower numbers of Tata Power, TPREL, CGPL, TPSSL, TPRMG, PTL, WREL, MPL, IEL, TPTCL, TPADL, TERPL, TPCDT, FENR, NELCO, TPDDL, TPSODL, TPCODL, TPWODL

\*\* Workmen includes Non-Management Employees

\*\*\* FDA includes employees and supervisory trainees on direct contract with the Company

\*\*\*\*The gender wise data for contractual workforce is an estimate

\*\*\*\*\*Excludes data for TPCODL

Employee engagement and wellbeing

At Tata Power, employee well-being represents the cornerstone of our HR strategy. We continue to enhance our human capital by understanding our employees’ aspirations and ambitions through a two-way open channel. We ensure that our workforce is engaged, committed and deeply connected to Tata Power’s core values and vision.

Together with our employees, we co-create our HR policies, ensuring regular communication across various forums. These policies are further hosted on an online platform to enable easy access and feedback across geographies.

Additionally, we recognise the integrated nature of employee performance and a sustainable work culture. We understand the value of employee engagement and welcome a blended nature of work that ensures employee productivity and organisational success. In addition, our Employee Engagement Survey (EES) provides deep insight into the level of satisfaction and points towards key organisational attributes that influence workforce productivity.

Building on our Best Employer Category- Employee Engagement Score of 83% in FY20, we are in the process of implementing focused action plans to keep our workforce engaged and enhance productivity levels. We seek continuous feedback from our employees to identify improvement areas. It also helps us to understand key requirements of our employees on which we remain committed in a timebound manner. Besides, we monitor employee engagement action plans through SAMIKSHA and our Engagement Action Planning Dashboard.

Consistent focus on employee well-being helps build a dedicated and motivated workforce. We also put enough emphasis on a healthy work-life balance. The COVID-19 pandemic disrupted the traditional workplace with a profound adverse impact on the lives of our people. While it was a period tainted by physical and emotional challenges, we implemented myriad initiatives to support our employees through various mental health programmes. We also augmented health insurance schemes with required top-ups and additional provisions catering to the special needs of the hour.



Detailed initiatives into Tata Power’s COVID-19 response for its employees

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A glimpse into our employee engagement platforms and wellness initiatives are provided below.

Employee Engagement Platforms

**MD AND SENIOR LEADERSHIP COMMUNICATION MEET**  
Virtual communication with leadership

**REWARDS & RECOGNITION PLATFORM AND POLICY**  
Employee awards and recognition

**ACTION PLANNING WORKSHOPS**  
Involving employees in journey to improve engagement

**TOWN HALLS AND #LEADERS SPEAK**  
Virtual communication with leadership

**YOUTH POWER CONFLUENCE AND TALENT NEXT**  
Leadership and talent recognition platform

**PERFORMANCE MANAGEMENT SYSTEM**  
The Leadership Competency Model - AMP (Aspire-Motivate-Perform)

**BAATON-BAATON MEIN ON MS TEAMS LIVE AND COFFEE WITH MANAGER**  
Virtual communication with leadership

**HR CONNECT**  
HR outreach platform

**FORGOTTEN PASSIONS**  
Encouraging employees to talk about their hobbies

Employee Wellbeing Initiatives

**EMPLOYEE ASSISTANCE PROGRAMME (EAP)**  
Professional counselling services

**VIRTUAL FAMILY GET TOGETHER**  
Continuing our efforts to involve families even during COVID

**FLEXIBLE WORKING OPTIONS FOR WOMEN EMPLOYEES RETURNING FROM MATERNITY LEAVE**  
Supporting Diversity

**MEDICAL ADVANCE FACILITY ON HOSPITALISATION**  
(Self and Immediate Family)

**GROUP TERM LIFE INSURANCE LAUNCHED**  
Helping employees to build peace of mind and security

**TRANSPORT FACILITIES FOR WOMEN EMPLOYEES WORKING LATE**  
Ensuring safe transit of women employees

**DOCTOR SPEAK : ASK THE EXPERT SESSION**  
Addressing all doubts and guiding scientifically

**CRECHE AND “NANNY @ HOME” FACILITY FOR WOMEN EMPLOYEES**  
Supporting Diversity

**ONLINE SESSION ON YOGA & MEDITATION**  
Furthering Mental Wellness



COVID-19-Taking care of mental health

During these tough times, Tata Power has been sensitive to the employees’ needs to ensure overall wellbeing. **‘Power Within’** was launched as an initiative to engage them in small competitive activities, based on physical and mental health, encouraging exercise, healthy food habits, and expressing gratitude to family and colleagues. Employees were encouraged to share their experiences on the internal social media platform, which brought about a sense of connectedness, despite limited in person interactions.

**‘Forgotten Passions’** initiative utilised the time saved due to the lack of work-related travel to enable employees revisit old hobbies and interests. Employees could engage and share their skills in areas such as growing vegetables, cooking, crafts, photography, poetry, and painting, thereby connecting them with others sharing similar interests.

Special sessions focusing on healing through yoga, breathing techniques and meditation were organised for employees to help lift morale during stressful times. This also enabled them to continue to be pillars of support at home and at work.

Since the beginning of the pandemic, we leveraged our partnership with ‘1to1help’ to spread awareness through mailers, webinars, mindfulness sessions and workshops to identify early signs of stress in colleagues. In addition to benefiting from articles and webinars, the counselling sessions were attended by 120+ employees across the Company.

Talent management strategy

Our commitment to building a diverse workforce and vibrant work culture is at the core of Tata Power’s talent management strategy. We support our employees to effectively manage their careers and augment professional growth. In this regard, we continue to deploy effective talent acquisition practices, implement learning and development programmes as well as help employees to enhanced performance through suitable opportunities and job rotations to deliver value for all our stakeholders and build a meritocratic workplace. As we journey through the COVID-19 pandemic and prepare for the aftermath, we emphasize on the importance of attracting and retaining

talented and committed professionals to support evolving business needs. We thus continue to empower our employees with specific skill-sets to hone their inherent talents in new focus areas. Along with encouraging diverse and innovative thinking, our talent management strategy identifies and assesses training and functional behavioral skill sets with a systematic approach to workforce upskilling and realising each employee’s professional goals.

TATA POWER’S TALENT MANAGEMENT STRATEGY



Business strategy plans

Enhancing training and development needs in line with the organisation’s strategy and emerging skill-sets in the industry



Individual development needs

Identification of learning needs through ‘goal setting’ exercises with appraisers and through the People Potential Development System



Focus group needs

Identification of training and career progression needs by the Capability Building Team, Business HR Heads and HODs for each department/ team



Succession management

Identification of development needs for successors to ensure business continuity



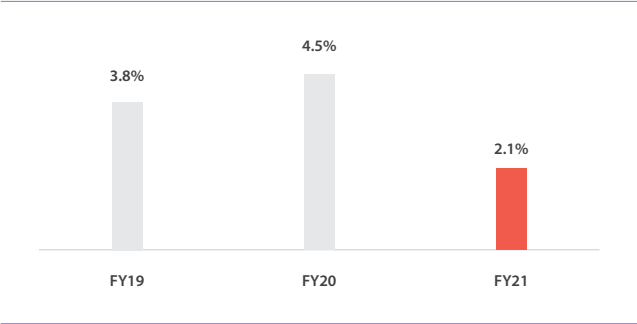


Our performance management system is at the heart of our talent management strategy. In line with our strategic business objectives, we aim to create an engaged, agile, customer centric and future ready workforce. In this regard, we focus on building core capabilities to drive innovation and customer centricity, supporting our workforce to deliver sustainable solutions to our customers. Furthermore, our performance management system ensures efficacious talent management with all our employees having received regular performance appraisal and feedback in FY21.

We consistently aim to attract and retain a diverse and talented workforce in line with the evolving requirements of the power industry. We also have robust internal mechanisms to ensure fair and transparent recruitment practices across the organisation. Furthermore, the presence of numerous diversity policies at Tata Power have enabled a holistic and progressive workplace with women who represent 8% of our total workforce. In FY21, notwithstanding the adverse impact of the COVID-19 pandemic, we were able to provide employment opportunities and witnessed a 8.6% new employee hire rate. Furthermore,

our employee engagement and benefit programmes helped us retain talent and led to only 2.1% attrition. We maintain a constant communication with our employees using various digital platforms. Also, for any operational or significant developments in the organisation's management or strategy, we provide a minimum notice period of 3 months to all our employees.

Attrition rate



New Joinee & Attrition

Type	Female	Male	Aged <30 years	Aged 30-50 years	Aged >50 years	Total
New Joinees FY21*	252	1,355	1,170	367	70	1,607
Attrition FY21*	51	331	127	98	157	382

\* Includes data of Tata Power, TPREL, CGPL, TPSSL, TPRMG, PTL, WREL, MPL, IEL, TPTCL, TPADL, TERPL, TPCDT, FENR, NELCO, TPDDL, TPSODL, TPCODL, TPWODL  
\*\* Employee figures include only Management, Non-Management and Supervisory trainees on direct contract with the Company

Learning and development

Learning and development is one of our core values at Tata Power. We employ numerous avenues of learning such as internal and external training, focused group training, e-learning, coaching, mentoring, on the Job training (OJT), and action learning and higher education, among others.

In light of the COVID-19 pandemic, we shifted from classroom training to live instructor led virtual trainings. These training modules continue to evolve and encompass a variety of areas such as Safety, Job specific Functional & Technical skills, Behavioral skills, Leadership skills, Contractor Safety Code of Conduct, Tata Code of Conduct (TCoC), Prevention of Sexual Harassment (POSH), Sustainability Leadership, Business Excellence, etc. A glimpse into our training programmes and talent development initiatives has been provided below:

Tata Power’s training modules and programmes

ASPIRE-MOTIVATE-PERFORM (AMP) LEADERSHIP COMPETENCY MODEL

- Leadership model for behavioral competencies
- Competency model based on existing and future competencies

FUNCTIONAL CAPABILITY BUILDING

- Future skill academies - digital & data analytics, sales project management and culture centricity
- Gyankosh - certifications and technical courses
- ढ़aksha – reskilling and redeployment
- Capacita – technical and domain-specific skill building
- PACE - Progressive Approach to Competency Enhancement System (T&D cluster)

LEADERSHIP DEVELOPMENT AND TRANSITION ASSISTANCE PROGRAMMES

- **Advanced Management Programme** - A 15 month leadership development journey for Apex and Senior Leaders at IIM Ahmedabad.
- **myCoach** – A coaching intervention for Apex and Senior Leaders comprising of a Hogan assessment, stakeholder discussions and chemistry meetings
- **Achieving your Leadership Potential (AYLP)** – A 6-month leadership development journey for high performing and high potential mid-level officers

HIGHER EDUCATION AND CAREER GROWTH

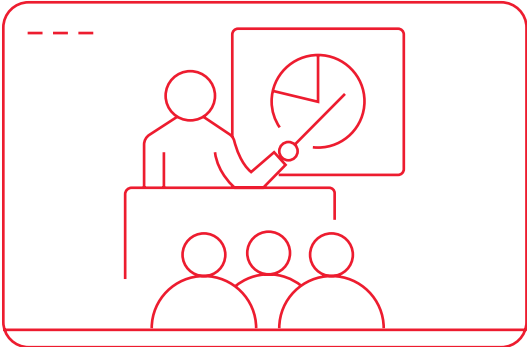
- External training programmes
- Higher Education Sponsorship Programme (HESP) policy.
- Integrated Senior Leaders’ Development Program (SLDP).
- Organising Work Integrated Learning Programme (WILP)

Our eLearning platform ‘Gyankosh’ has over 88,000 learning resources, accessible round the clock, across any device. It has been extremely popular with all our employees, having achieved global benchmarks in terms of a user adoption rate of 99.69% in FY20 and 98.52% in FY21 and a learning resource completion rate of 80.24% in FY20 and 77.84% in FY21, respectively. ‘Gyankosh’ has also won Skillsoft’s Programme of the year Award 2020 for excellence in the digital learning space. In FY21, our employees completed over 5,09,872 learning modules on ‘Gyankosh’.

Average hours of training per employee FY21\*

Employee Category	Male	Female
Senior Management	26.2	30.6
Middle Management	29.8	36.2
Junior Management	34.2	32.9
All employees (Including workmen and FDA)	20.1	27.0

\* Includes only training data of Tata Power, TPREL, CGPL, TPSSL, TPRMG, PTL, WREL, MPL, IEL, TPTCL, TPADL, TERPL, TPCDT, FENR, TPDDL



88,000+ learning resources

Human Rights

Our human rights management is embedded in our core values with Tata Brand name synonymous with respect and upholding of Human Rights. Our Human Rights Policy is aligned to the principles of the International Labour Organisation (ILO) and United Nations Global Compact (UNGC). This Policy is refined periodically to ensure its relevance with global standards and practices. Along with stringent adherence to the Tata Code of Conduct, our pre-induction training and periodic refresher modules span varied programmes on the protection of human rights.

We consistently uphold fundamental human rights across our operations and have a zero tolerance approach towards discrimination on any ground. As a responsible company, we strictly prohibit child and forced labour across our value chain. Furthermore, we consistently strive to ensure that our work environment is free from any prejudice or harassment. We uphold the freedom of association and collective bargaining among employees, enabling strong support for our labour unions to address matters across employee health and safety, notice periods and wages, among others.

Our security personnel and contractors adhere to the Tata Code of Conduct, which includes detailed aspects of human rights

No complaints raised on the grounds of child or forced labour, human rights and discriminatory employment

51.8% (workmen cadre) of our employees are covered by collective bargaining agreements

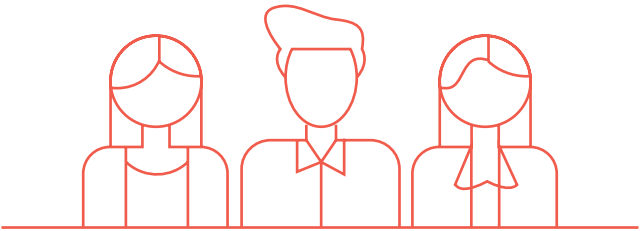
No violations of the rights of indigenous people

100% of our operations have undergone human rights reviews

Resolved all 3 cases of sexual harassment

A canvas of diversity

Diversity at Tata Power is the foundation for our Company’s success. We enable a value-creation journey that is efficient, insightful and resilient leveraging upon diverse and varied capabilities, skill sets and competencies covering across gender and different cross sections of society . Being an equal opportunity employer, we aim to create an inclusive workplace to create sustainable competitive advantage and build a well-functioning meritocracy.



A glimpse into our policies to safeguard the diversity of our workforce are provided below.



Gender Diversity and Inclusion Policy

Empowering women and an inclusive work environment



Maternity and Paternity leave

Tata Power provided 6 months of maternity leave before mandated by law



Health and Wellness Policy

Supporting our employees and their families for chronic illness



Medical Fund

Industry benchmark for employee benefits over and above the Medclaim scheme



Policy on Prevention of Sexual Harassment of Women

Supporting women’s right to work with dignity in a welcoming environment

Employee category*	Ratio of basic salary of women to men	Ratio of total remuneration of women to men
Senior Management	1 : 1.04	1 : 1.06
Middle Management	1 : 0.93	1 : 0.93
Junior Management	1 : 1.04	1 : 1.14
Trainees	1 : 1	1 : 1

\*NOTE: Considers remuneration for employees of Tata Power, TPREL, CGPL, TPSSL, TPRMG, PTL, WREL, MPL, IEL, TPTCL, TPADL, TERPL, TPCDT, FENR only

Parental Leave:

191 employees availed of paternity leave  
41 employees availed of maternity leave  
95% return to work rate (male employees)  
78% return to work rate (female employees)





Building a safe work environment

Tata Power remains committed to establishing a safe work environment for its employees, union workforce, contractual labor, suppliers, visitors and partners. Tata Power Safety Management Framework covers all our business activities and is aligned with the Tata Group Health and Safety Management System as well as ISO 45001:2018 requirements. In line with our aspiration to be a leader in safe work premises and practices, we have an established Hazard Identification and Risk Assessment (HIRA) process for both routine and non-routine jobs. We regularly provide HIRA and Job Safety Assessment (JSA) trainings to our operation, maintenance and service engineers. Furthermore, through our internal audit process, we identify key improvement areas to strengthen workplace safety. In this regard, we also have an established SAP-EHSM platform to ensure efficacy through incident reporting and investigation. This reassures our workers and encourages them to report any unsafe work conditions, with immediate action taken to resolve safety aspects that pose a risk to our workforce. This is further facilitated by leveraging digital tools, such as the Suraksha mobile application, for convenient and swift reporting of unsafe conditions and tracking of subsequent remedial measures.

We have established Safety Committees at division and site levels to provide requisite guidance on all health and safety matters. We value our workers feedback and ensure that their inputs are taken into consideration during the HIRA process, safety capability building sessions and incident investigations, among others. Additionally, we also ensure that our workers are apprised of requisite health and safety information, provided across the incident learning platform such as Red Stripe Bulletin, among others. We also organise safety campaigns and drives to ensure maximum worker participation and awareness outreach. Our Enterprise Process Model (EPM) process is established across divisions. This enables us to continuously improve our health and safety management systems. It also guides our critical safety procedures and provides instructions for safe operations and maintenance.

To safeguard the health of our workers, we have an established process to minimise risks and enable effective identification and elimination of work related hazards. Additionally, we provide regular health and safety trainings to improve the effectiveness of our health, safety and emergency management systems across our business operations.



OCCUPATIONAL HEALTH SERVICES

- Presence of on-site trained and experienced medical professionals with a formal qualification in industrial and occupational health
- Established in-house laboratory to help implement periodic statutory health check ups
- Robust partnerships with various ISO certified laboratories to enable workplace occupational health checks at smaller sites
- Periodic maintenance of health check reports for individual risk mitigation through an online health management system
- Annual internal audits to ensure quality of services provided
- Daily inspection of all laboratory instruments for quality checks, annual services and calibration with authorised vendors

CONFIDENTIALITY OF WORKERS AND HEALTH-RELATED INFORMATION

- All employee health records are maintained online with password protection
- Access to our cloud-based storage of employee health records is available with only those vendors who have signed a confidentiality agreement with Tata Power
- Only aggregate health data (without employee details) is provided for management review meetings
- Our partnerships with outsourced laboratories are subject to confidentiality agreements with Tata Power
- As mandated by law, occupational health reports are only shared with relevant Government authorities or certified doctors and surgeons
- Analysis of aggregate health records supports us in implementing group level initiatives for the top occupational health risks identified
- No information is provided to any other private medical group or pharmaceutical group for any favourable or unfavourable treatment of our workers

Occupational health and safety training

<b>Tata Power safety capability building model (Employees)</b> <ul style="list-style-type: none"><li>— Safety training provided at an induction and lateral movement stage</li><li>— Certifications for critical safety procedures</li><li>— Trainings for established health and safety management systems</li><li>— Safety behaviour and leadership programmes</li><li>— First aid and firefighting programmes</li><li>— Emergency response and preparedness programmes</li><li>— E-learning modules for critical safety procedures</li></ul>	<b>Tata Power safety capability building (Contract workers)</b> <ul style="list-style-type: none"><li>— Trainings and certifications provided by Tata Power Skill Development Institute (TPSDI)</li><li>— Job specific safety programs provided during induction</li><li>— Supervisor certification programs</li><li>— First aid and firefighting programs</li><li>— Emergency response and preparedness programs</li><li>— Safety behaviour programs</li></ul>
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PERMANENT EMPLOYEES

Safety Induction Training

23,396 Manhours

Safety Capability Training

49,224 Manhours

CASUAL/ TEMPORARY/ CONTRACTUAL EMPLOYEES

Safety Induction Training

73,608 Manhours

Safety Capability Training

3,56,528 Manhours

In FY21, 16,777 trainees from our contractual workforce benefitted from health and safety trainings conducted by TPSDI, 67% of total trainees.

At Tata Power, we adopt a proactive and responsible approach to safeguard the welfare of our employees. In this regard, we provide many non-occupational and voluntary health services for our employees and workforce.

— Medical fund and V-OPD insurance schemes to support medical expenses not covered by insurance
— Medical advance policy for hospitalization without cashless facility
— Out Patient Department (OPD) facility for employees and their families for consultation, testing and treatment of acute cases
— Disbursement of medicines for diverse chronic conditions like Diabetes, HT and TB, etc.
— Programmes on diet and nutrition
— Walkathon programs to promote physical activity
— Monthly health seminars on managing diabetes, hypertension, cancer awareness, among others
— Annual health check-up
— ‘Doctor Speak - Ask the Expert’ online session for employees and their families

Our safety performance

The nature of our industry exposes our employees and workers to common work-related hazards, such as working close to live electrical systems , working at heights, among others. Our robust and comprehensive health and safety management system ensures effective hazard identification, risk management and implementation of appropriate control measures at all our sites. Further, we undertake a systematic investigation when any incident occurs, which includes conducting a root cause analysis as well as sharing learnings with other sites for implementing preventive measures. Our efforts ensured that there were no incidents of work related ill health or occupational health hazard in FY21.



Safety linked metrics

Permanent employees	Male	Female
Fatalities (as a result of work related injury)	0	0
High consequence work related injuries (excluding fatalities)	2	0
Recordable work related injuries	4	0
Lost days	143	0
Manhours worked	1,46,06,268	21,72,200
*Rate of fatalities	0	0
*Rate of high consequence work related injuries	0.14	0
*Rate of recordable work related injuries	0.27	0
*Lost day rate	9.79	0

Safety linked metrics

Contract employees	Male	Female
Fatalities (as a result of work related injury)	2	0
High consequence work related injuries (excluding fatalities)	7	0
Recordable work related injuries	13	0
Lost days	12,222	0
Manhours worked	5,07,99,366	10,26,600
*Rate of fatalities	0.04	0
*Rate of high consequence work related injuries	0.14	0
*Rate of recordable work related injuries	0.26	0
*Lost day rate	240.59	0

\*Rates have been calculated as per 10,00,000 manhours worked