



HR COMPENDIUM

FY25

3-Tier Leadership Development Programme

Learning is central to Tata Power's values. Recognizing the need for proficient leadership at all levels, we've pioneered a 3-Tier Leadership Program. This framework cultivates excellence among apex, senior, and young leaders, enabling them to reach their full potential and achieve our organizational objectives. Tata Power, through its 3-Tier Leadership Program fuels its leadership depth to navigate rapid growth and rising competitive pressures across diverse businesses.

The programs culminate in Action Learning Projects, where cross-functional groups work together under the mentorship of eminent consultants, supported by Tata Power Subject Matter Experts (SMEs), on process, scoping, metrics, and outcomes to propose viable solutions for real business challenges. The outcomes of the ALP often result in process improvements or innovation. Additionally, the robust program curriculum enables employee growth, which propels the organization forward, fosters innovation, increases efficiency, enhances productivity & organizational performance.

Program Tiers:

1. Senior Leaders' Development Program (SLDP):

- Developing apex and senior leaders through a 13-month, invitation-only Advanced Management Programme at IIM Ahmedabad
- Covered 32 high-performing leaders from Batch 2 were awarded IIM-A alumni status in August 2023

2. Achieving Your Leadership Potential (AYLP):

- Preparing mid-level officers for larger roles through a 6-month, future-focused journey co-designed with TMTC and SPJIMR
- Covered 35 participants in FY25

3. Emerging Leaders' Program (ELP):

- Transitioning high-potential young officers from individual contributors to people managers
- Covered 48 participants in FY25

Gyankosh | E-Learning @ Tata Power

Tata Power believes in fostering a culture of continuous learning. Our e-learning platform, Gyankosh, plays a pivotal role in enabling this vision by providing learning opportunities for employees including officers, unionized staff, and fixed-duration associates, reinforcing our inclusive approach to capability building and professional growth. In FY25, Tata Power crossed a significant milestone, over 2.24 lakh learning hours on Gyankosh (LinkedIn Learning) in just nine months. This achievement reflects the growing appetite for self-driven learning across our workforce, spanning businesses, including TPDDL and Odisha Discoms.

Fostering Employee Engagement & Wellbeing

At the core of Tata Power's purposeful journey lies a deeply engaged and empowered workforce. Our commitment to this is reflected in a variety of initiatives that aim to balance personal fulfilment with professional growth for our employees.

To continuously evaluate and enhance these efforts, we usually conduct a bi-annual Employee Engagement Survey, which provides critical insights into employee sentiments and engagement levels across the organization. With Tata Power's recent expansion into new geographies, it became imperative to assess engagement within our newly established entities and joint ventures. In alignment with this strategic direction, for the first time ever an Employee Engagement Survey was conducted for Tata Power's Odisha Discoms and TP Solar, Tirunelveli employees in FY25. In line with the past engagement surveys in Tata Power, these surveys also aimed to focus on key drivers of engagement, emphasizing essential employee-centric factors such as job satisfaction, purpose, overall happiness, and stress levels.

In the Employee Engagement survey in Odisha Discoms, **18%** of employees exhibited the highest level of engagement, showcasing their profound connection with Tata Power. This survey involved **88%** of the population, emphasizing their commitment to shaping our growth collectively. Furthermore, the first ever quarterly employee pulse connect at TP Solar, Tirunelveli had a 100% coverage of Officers & Company Trainees with the score of 4.2/5.

Beyond surveys, we actively foster employee engagement through a diverse range of curated celebrations and events that also welcome participation from employees' families. These initiatives are thoughtfully designed to cultivate a positive workplace culture, strengthen team bonds, cultural sensitization, and acknowledge the contributions of our people. Given Tata Power's widespread geographical presence, fostering a positive work culture rooted in camaraderie becomes essential. With a workforce as diverse & geographically spread as ours, cultural learning and sensitization are key to driving true inclusivity. Hence, thoughtfully designed engagement initiatives in the form of curated celebrations act as a meaningful way to promote understanding, connection, and inclusion across the organization.

Key engagement initiatives during FY'25 included events under MyWorkplaceMyHappyPlace, Festithons, Annual Awards & signature time-blocked localized cultural events such as Ullas, spanning across Mumbai, Delhi, Odisha, Tirunelveli, Bangalore, etc., each reinforcing our commitment to creating an inspiring, inclusive & purposeful work environment.

At Tata Power, our focus on employee well-being goes beyond being a mere initiative; it is a way of life. 'A Fuller Life' is our integrated wellness programme that promotes a culture of care across physical, mental, social, and financial dimensions. By prioritising preventive care and holistic health, we aim to enhance not just engagement and productivity, but the overall quality of life for our people. While we remain committed to enriching the lives of our active workforce, we also recognise that well-being does not end at retirement. We offer select transition programs for superannuating employees, enabling them prepare for a meaningful & fulfilling second innings.

Employee Stock Options

Tata Power had introduced and implemented 'The Tata Power Company Limited – Employee Stock Option Plan 2023' ('ESOP 2023'/Plan), pursuant to approval of the shareholders vide Postal Ballot on September 25, 2023. The Plan was also extended and granted to eligible employees of group company(ies) including subsidiary company(ies) and/or associate company(ies) under 'The Tata Power Company Limited – Employee Stock Option Plan 2023'. The plan seeks to drive long-term performance, attract & retain key talent and to provide an opportunity for the employees to participate in the growth of the Company. Maximum vesting period of the stock options granted under the plan is 3 years.

In FY25, the Company has granted an additional 74,620 (Seventy Four Thousand Six Hundred and Twenty) employee stock options on July 16, 2024 and 35,26,090 (Thirty Five Lakh Twenty Six Thousand and Ninety) options on October 30, 2024 to the eligible employees of the Company and its subsidiaries, at an exercise price of Rs 439.35 (Rupees Four Hundred Thirty Nine and Thirty Five Paise) and Rs 425.40 (Rupees Four hundred Twenty Five and Forty Paise) per option respectively exercisable into equivalent equity shares of Re 1 each subject to fulfilment of vesting conditions. The coverage was extended to **0.83%** of the company's workforce, covering **29.6%** of senior management employees & **0.3%** middle & junior management employees.

Effective Performance Management for Excellence

Tata Power's Performance Management process is built on principles of fairness, transparency, and meritocracy. It ensures the alignment of individual performance with critical company goals. The process encompasses Goal Setting, Mid-Year Performance Review, and Annual Performance Review, while digital tools enhance alignment and progress monitoring. The process promotes agile conversations and continuous feedback alongside formal reviews.

Goals are cascaded down from the business/department/team level to an individual level to enhance individual performance in all teams that adds up to overall organisational level performance. Individual Goal Setting leverages our digital platform, ensuring collaboration and alignment with business targets. Our process boasts maturity, catering to diverse business needs. It's underpinned by thorough assessments involving self-evaluation, appraisal, and rigorous Performance Review Forums. Upon endorsement of the Long-Term Strategic Plan and ABP/ AOP for current financial year by the Board, strategy deployment is facilitated through cascade workshops involving creation of business scorecards/ KPIs/ targets/ strategic projects that are aligned to enterprise strategic objectives. Business scorecards are created, monitored, and reviewed in terms of relevant cascade/alignment & progress through a digital portal named integrated Review Management System (IRMS).

IRMS is the foundation of robust review mechanism at Tata Power and helps individuals align to business performance expectations and plan work delivery to contribute to overall enterprise targets. The IRMS monitors cascading & inter-Linking of KPIs from an Apex level to Department heads, ensuring robust review of team/departmental performance.

Additionally, as part of the Annual Review Process at Tata Power, performance outcomes of teams & individuals are evaluated & reviewed through a detailed and rigorous multi-tiered process of Performance Review Forum (PRFs). Our comprehensive approach evaluates not just deliverables but also our proprietary AMP Leadership Competency Model (copyright registered). This model defines essential present and future leadership traits, driving culture change and leadership development. Post the annual performance review, all employees (including CEO & MD) at Tata Power receive annual variable pay payout which depends on individual performance along with company performance, which is measured by performance metrics such as Profit After Tax, Net Debt to EBITDA, Debt Equity Ratio & Free Cashflow. The company performance metrics are reviewed each year considering prevailing company and market context.

Employee / Workforce Numbers - FY25

Total Employee Base

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management	25	496		207	314	521
Middle Management	184	1,729	4	1,408	501	1,913
Junior Management	1,616	8,620	4,176	5,423	637	10,236
Workmen	444	9,458	485	7,362	2,055	9,902
FDA + SE	162	934	608	315	173	1,096
Total	2,431	21,237	5,273	14,715	3,680	23,668

New Hires

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management	1	8		6	3	9
Middle Management	8	36		40	4	44
Junior Management	259	901	749	406	5	1,160
Workmen	19	127	51	94	1	146
FDA + SE	118	419	463	73	1	537
Total	405	1,491	1,263	619	14	1,896

A total of **61.49%** of positions were filled internally in FY25.

Attrition Levels

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management	1	53		7	47	54
Middle Management	5	78	1	50	32	83
Junior Management	179	678	419	381	57	857
Workmen	30	378	22	50	336	408
FDA + SE	30	206	93	89	54	236
Total	245	1,393	535	577	526	1,638

Voluntary Turnover

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management	1	15		7	9	16
Middle Management	5	44	1	48		49
Junior Management	169	609	411	364	3	778
Workmen	5	21	21	4	1	26
FDA + SE	23	100	80	43		123
Total	203	789	513	466	13	992

Diversity Aspirations

Category	FY25	FY29 Aspiration
Share of Women in Total Workforce	10 %	17%
Share of Women in Top Management Positions	4.79 %	7%
Share of Women in Management Level Positions	14.4 %	20%
Share of Women in Junior Management Level Positions	15.78 %	25%
Share of Women in STEM-Related Positions (Officers in Digital and Technology Roles)	27 %	35%
Share of Women in Management Positions in Revenue Generating Functions (Officers in Sales and Customer Facing Roles)	10 %	30%

Affirmative Action Groups

	SC/ST/OBC/NT	PwD	Marginalized Women
Share in Total Workforce	32.98%	0.09%	4.31%
Share in Management Positions	32.28%	0.13%	4.68%

Learning/Training Numbers

Category	FY25
Total Learning/Training Hours	7,32,897 Hours
Average hours per FTE on Learning/Training	35.31 Hours
Total Spent on Learning/Training	15.26 Cr Rs
Average spent per FTE on Learning/Training	7315.56 Rs

Workforce Category	Hours				
	Age			Gender	
	<30	30-50	>50	M	F
Senior Management	0	5102.68	7429.16	12052.63	479.21
Middle Management	30418	61676.64	17986.4	93740.01	16341
Junior Management	215135	211313.9	28908.8	366513	88844
FDA + SE	25954	4117.47	294.62	21691.08	8675
Workmen/Staff	19597	79646.71	25316.8	120058.6	4502.2
Total	291104	361857	79936	614055	118842

Training Category	Hours
Functional	301933
Behavioural	120835
Organizational/Safety	257483
Other	52646

The total employee base, new hires, attrition levels, voluntary turnover data & diversity aspirations include numbers of Tata Power, TPREL (including its subsidiaries), TPRMG, PTL, MPL, IEL, TPTCL, TPADL, TPIPL, TERPL, TPCDT, TPDDL, TPSODL, TPCODL, TPWODL and TPNODL) which represents over 75% of Tata Power's FTE. Affirmative action group numbers represent Tata Power excluding TPDDL & Odisha Discoms.

In the Employee / Workforce Numbers - FY25, Workmen/Staff includes non-management employees. FDA + SE include employees and supervisory trainees on direct contract with the company.