



HR COMPENDIUM

FY26

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, 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.
- Identified 45 High Performing leaders for Batch 3 initiated from May'26.

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 39 participants in FY26

3. Emerging Leaders' Program (ELP):

- Transitioning high-potential young officers from individual contributors to people managers
- Covered 48 participants in FY26

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 FY26, Tata Power crossed a significant milestone, **over 2.8 Lacs+ learning hours** on Gyankosh (LinkedIn Learning + Tata Power Custom Content). This achievement reflects the growing appetite for self-driven learning across our workforce, spanning businesses, including TPDDL and Odisha Discoms.

Tata Power also introduced SimplifAI on Gyankosh in partnership with LinkedIn Learning which integrates AI-powered features such as AI Role Player, Course Recommender, and Course Companion. Employees practiced workplace scenarios through simulations, received personalised course recommendations, and accessed real-time learning insights. In FY26, employees completed **4,158 AI-powered learning interactions, including 557 role-play simulations** covering emotional intelligence, stakeholder influence, and constructive feedback.

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, Tata Power typically conducts a biennial Employee Engagement Survey to assess employee sentiment and identify key engagement drivers. However, in FY25, the focus shifted to cohort-specific surveys for Odisha Discoms and TP Solar, Tirunelveli, in view of the organisation's expansion into new geographies. In FY26, Tata Power resumed its annual engagement survey to assess engagement levels across the organisation.

Employee Engagement Survey FY26: Tata Power's Engagement Survey centred around Employee Engagement, where compared to the previous survey score the score increased to **83%**. A remarkable **47%** of employees exhibited the highest level of engagement, showcasing their profound connection with Tata Power. This survey involved an impressive **97%** of the population, emphasizing their commitment to shaping our growth collectively.

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 FY26 included events under MyWorkplaceMyHappyPlace, Festithons, Annual Awards & signature time-blocked localized cultural events such as Ullas, spanning across Mumbai, Delhi, Odisha, Tirunelveli, 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 FY26, the Company has granted an additional **50,73,760** (Fifty Lakh Seventy Three Thousand Seven Hundred and Sixty) employee stock options on **November 11, 2025** to the eligible employees of the Company and its subsidiaries, at an exercise price of **Rs 395.85** (Rupees Three Hundred Ninety Five and Eighty Five Paise) per option exercisable into equivalent equity shares of Re 1 each subject to fulfilment of vesting conditions. The coverage was extended to **1.04%** of the company's workforce, covering **32.3%** of senior management employees & **0.6%** 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.

The Performance Management process and IRMS serve as tools to capture, monitor and review KRAs and KPIs across company objectives, operational performance, risk management and other key areas, with outcomes linked to variable compensation for all employees (including senior management).

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 - FY26

Total Employee Base

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management	30	503	1	227	305	533
Middle Management	208	1985	4	1631	558	2193
Junior Management	1691	8560	4301	5316	634	10251
Workmen	424	9100	461	7064	1999	9524
FDA + SE	190	793	526	316	141	983
Total	2543	20941	5293	14554	3637	23484

New Hires

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management	1	12		9	4	13
Middle Management	5	41		43	3	46
Junior Management	188	674	580	282		862
Workmen	9	87	67	29		96
FDA + SE	95	182	224	52	1	277
Total	298	996	871	415	8	1294

A total of **72%** of positions were filled internally in FY26.

Attrition Levels

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management	3	63	2	8	56	66
Middle Management	2	51	1	14	38	53
Junior Management	170	767	443	419	75	937
Workmen	36	330	24	34	308	366
FDA + SE	20	142	70	43	49	162
Total	231	1353	540	518	526	1584

Voluntary Turnover

Employee Category	Gender		Age			Total
	Female	Male	<30	30-50	>50	
Senior Management		18	2	7	9	18
Middle Management	1	11	1	10	1	12
Junior Management	158	693	439	400	12	851
Workmen	10	20	21	9		30
FDA + SE	20	90	66	42	2	110
Total	189	832	529	468	24	1021

Diversity Aspirations

Category	FY26	FY29 Aspiration
Share of Women in Total Workforce	11 %	17%
Share of Women in Top Management Positions	5.62 %	7%
Share of Women in Management Level Positions	14.84 %	20%
Share of Women in Junior Management Level Positions	16.49 %	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)	4 %	30%

Affirmative Action Groups

	SC/ST/OBC/NT	PwD	Marginalized Women
Share in Total Workforce	26.73%	0.22%	2.89%
Share in Management Positions	28.87%	0.24%	3.63%

Learning/Training Numbers

Category	FY26
Total Learning/Training Hours	712161 Hours
Average hours per FTE on Learning/Training	29.67 Hours
Total Spent on Learning/Training	12.34 Cr Rs
Average spent per FTE on Learning/Training	5142.53 Rs

Workforce Category	Hours				
	Age			Gender	
	<30	30-50	>50	M	F
Senior Management	27	6,415	8,269	13,869	842
Middle Management	221	64,770	19,496	68,263	16,225
Junior Management	2,18,539	2,15,718	31,212	3,85,245	80,224
FDA + SE	2,315	85,170	27,880	1,11,891	3,475
Workmen/Staff	23,859	7,188	1,079	23,583	8,544
Total	2,44,961	3,79,261	87,936	6,02,851	1,09,310

Training Category	Hours
Functional	2,39,978
Behavioural	1,09,079
Organizational/Safety	2,91,545
Other	71,559

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.

In the Employee / Workforce Numbers - FY26, Workmen/Staff includes non-management employees. FDA + SE include employees and supervisory trainees on direct contract with the company.