
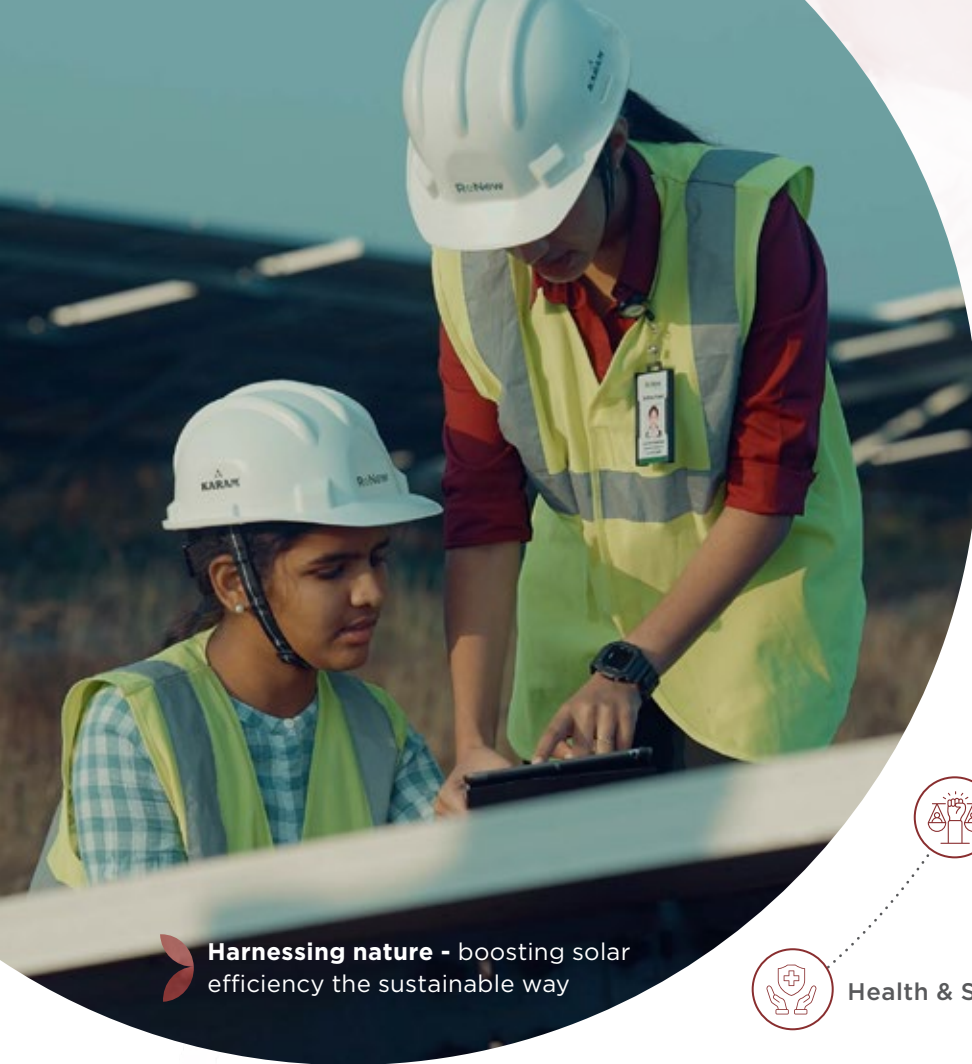



HUMAN CAPITAL





 **From vision to watt,** ReNew's solar and cell manufacturing plant is where people and technology unite to power a cleaner future



 **Harnessing nature** - boosting solar efficiency the sustainable way

MATERIAL TOPICS IMPACTED



Employee Engagement & Development



Diversity & Inclusion



Human Rights



Health & Safety

EMPOWERING PEOPLE TO POWER CLEAN TRANSITION

The global clean energy sector is undergoing a workforce transformation driven by increased investments and climate policies. According to the International Renewable Energy Agency (IRENA), the sector employed **16.2 million people worldwide in 2023**, with projections to reach **38 million in 2030**. **India**, with its ambitious goal of achieving 500 GW of non-fossil fuel capacity, is estimated to create over **3.4 million jobs by 2030**.

Women, who currently represent **32% of the global renewable energy workforce and only 11% in India**, are **poised to play a significant role** in this expansion. To effectively scale new India's clean energy transition and align talent with sectoral needs, addressing workforce and gender diversity gaps has emerged as a critical priority.

At ReNew, we are cognizant that, owing to the rapid advancements in the clean-energy landscape, **the competencies and dedication of our workforce anchor our potential to lead and innovate**. Therefore, as we scale up to meet the country's growing demand for sustainable energy, we are invested in nurturing a **future-ready, inclusive and safe workplace**.

SDGs IMPACTED



KEY HIGHLIGHTS OF FY 2024-25

4,600+*

dedicated employees and workers in the workforce

~16%

Workforce Gender Diversity, a **2 times** increase over the last four years

~49%

of the security staff received training on human rights

Established a

fully women-led post-lamination line

at our Jaipur module manufacturing plant

792,638

workforce hours spent on trainings

Maintained

40%

Gender diversity at the Board level

Total 631,944

hours of safety training conducted

0.21

Lost Time Injury Frequency Rate (LTIFR), a **5%** reduction from previous year

GRI INDICATORS

GRI 102-8, GRI 102-41, GRI 401-1, GRI 401-2, GRI 403-1 to 403-10, RI 404-1 to 404-3, GRI 405-1 to 405-2, and GRI 406-1

BRSR PRINCIPLES

Principle 3: Businesses should respect and promote the well-being of all employees, including those in their value chains

Principle 5: Businesses should respect and promote human rights

Principle 8: Businesses should promote inclusive growth and equitable development



On the shop floor, women ReNewers walk shoulder to shoulder, breaking barriers, driving progress, and carrying forward the Power of 'W' baton with pride and purpose

*Including Climate Connect employees

HUMAN CAPITAL STRATEGY AND GOVERNANCE FRAMEWORK AT ReNew

Our people-first belief is embodied across our human capital strategy. Designed to enable a successful energy transition, our **human capital strategy** prioritises:



Talent Acquisition and Development



Employee Engagement



Diversity, Equity, and Inclusion



Occupational Health and Safety

GOVERNANCE STRUCTURE

Key human capital management decisions are led by the leadership team and the Chief Human Resources Officer (CHRO), under the continuous oversight of the board. Dedicated Board-level committees, such as the **Nomination, Board Governance and Remuneration Committee, maintain direct oversight over critical workforce aspects.** Additionally, the CHRO engages biannually with the Board to provide updates on other key areas, including talent management, Learning and Development (L&D), and leadership planning. To further promote a diverse, equitable, and inclusive workforce, we have established a dedicated Diversity & Inclusion Committee, chaired by the CHRO. **Together, these governance mechanisms ensure that our people strategy remains aligned with our long-term vision and values, driving sustainable growth through empowered talent.**

HUMAN CAPITAL MANAGEMENT AT ReNew

Our Talent Pipeline: Strategically Hired, Continuously Evolved

Our approach to workforce planning is **proactive and aligned with our long-term business objectives.** We thereby ensure robust talent management across all roles and levels through **strategic hiring, succession management, outreach programs, building internal capabilities, and collaborating for competency development.**

Aligning with our growing portfolio, our workforce strength has expanded to more than **4,600** as of FY 2024-25

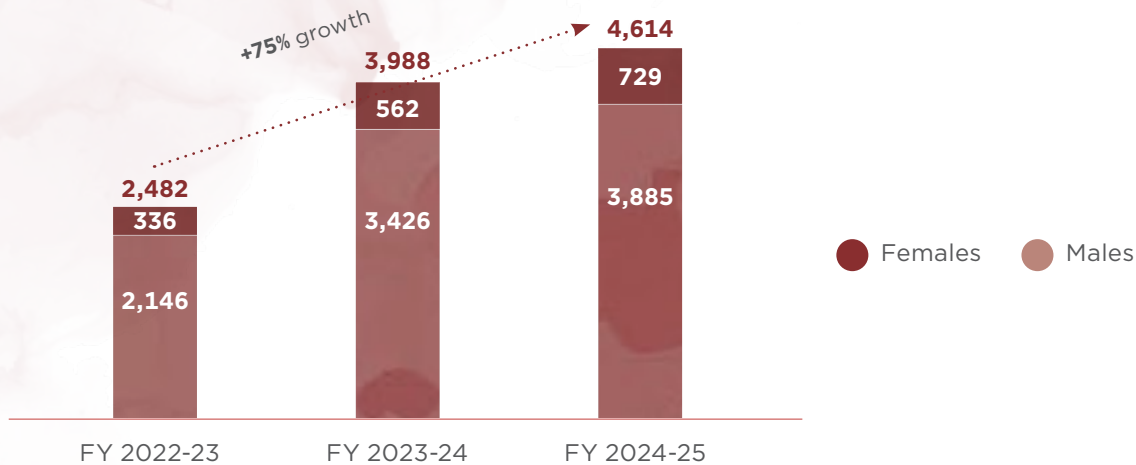
Workforce Trend in the last two years

86% increase in total workforce

Female Workforce grew by

~2.2 times in 4 years, improving overall gender diversity to ~16%

Total Workforce*



TALENT ACQUISITION

As a decarbonisation solutions provider diversifying across multiple clean energy verticals, we require strong technical expertise and delivery capabilities. Our targeted talent acquisition attracts global talent while strengthening ground-level technical capabilities, with career development pathways enabling employees to advance into challenging roles based on performance and skill development.

Around

6,400+ total new hires
over three years representing a workforce transformation that nearly doubled our organisational capacity

33.7%

Campus Hiring diversity % in FY 2024-25

55 open positions

were filled by internal candidates with an internal promotion rate of **17.1%**

8% reduction in onboarding costs from previous year indicating efficient integration of new hires

CULTIVATING CLEAN ENERGY PIONEERS: ReNew's CAMPUS EXCELLENCE PROGRAMS

Management Trainee and Summer Internship Programs

Launched in 2015, this program attracts students from leading business schools, offering real-world exposure and pathways into critical roles within the renewable energy sector. They are provided with a structured induction that provides a comprehensive overview of the organisation's operations and values. This strategic initiative enables us to identify and nurture talent with the right capabilities, cultural alignment, and growth potential, creating a robust pipeline of future-ready professionals for the renewable energy sector.

Hired over

200+ management trainees and summer interns across distinct functions, since inception

38%

diversity achieved for FY 2024-25

*Including climate connect employees

Global Green Scholars Program (GGSP)

GGSP, launched in 2017, engages exceptional students from top global universities interested in clean energy and sustainability. The program combines academic rigor with **hands-on learning and industry mentorship** through leadership connects, expert-led sessions, external seminars, site visits and **cultural education**. Each year, **6 to 8 scholars** participate in the program. In 2024, GGSP expanded its outreach to include Oxford, and Schwarzman College, strengthening its global talent pipeline.

50+ GGSP scholars enrolled till date



Working at ReNew has been an incredible experience. As part of GGSP, I collaborated with the International Business Development team on ReNew's U.S. market entry strategy for carbon credits. I analysed corporate credit buying trends to help identify potential projects and target customers."

Alex Oort Alonso
GGSP Scholar, Harvard College

ReLead - B-School Case Study Competition

Building on our collaboration with leading B-schools to inspire youth to explore clean energy roles, we conduct an annual case study competition named ReLead with this year's theme being "**Decarbonising the Future.**" Open to 10 leading Indian institutions including IIM Ahmedabad, IIM Bangalore, ISB, and XLRI, the competition encourages innovation and interest in the renewable energy sector among future business leaders.

The competition received over **130 thoughtful and analytical submissions**, with **participation from around 600 students**

Entry-level Training and Recruitment Initiatives

To embrace young talent, we continue investing in structured hiring programs including **Graduate Engineering Trainee (GET) and Diploma Engineering Trainee (DET)** initiatives. These programs build a pipeline of qualified engineers for site-level operations across wind and solar assets, developing them into future technical leaders.

Through our flagship program, **GigaWatts of Learning per Day (G.O.L.D.)**, trainees undergo structured classroom learning supported by on-the-job training, gaining both technical proficiency and deep understanding of our operations. This ultimately culminates in a certification exam.

Additionally, through the **National Apprenticeship Program Scheme (NAPS)**, we proudly empower and upskill rural Indian youth for field roles in the renewable energy sector, contributing to the Government of India's efforts to create a skilled workforce.

Over the past five years, we have hired and trained over

250 GETs and DETs

Our NAPS program has empowered more than

3,000 apprentices

with valuable skills and career opportunities over the past 2 years

CAREERS PAGE: A UNIFIED PLATFORM FOR NURTURING TALENT

ReNew's dedicated **Careers page**, launched in FY 2024-25, serves as a **unified platform** housing information on all talent programs:

- Showcases the Company's purpose-driven culture in a way that resonates with today's generation
- Promotes diversity, innovation, and sustainability as core facets of ReNew's employee value proposition
- Attracts top-tier talent by highlighting impact-driven roles, global collaborations, and growth stories

For more details, [Click here](#)

SUSTAINING STRONG LEADERSHIP AND BUILDING RESILIENCE

At ReNew, success depends not only on talent acquisition but also on retaining and nurturing talent into future leaders. Our internal ecosystem focuses on developing leaders through succession management and leadership development programs, ensuring a robust leadership foundation for the organisation.



A New Chapter Begins: DET Group is set to drive change in the renewable sector

Internal Mentoring Program

A program focused on shaping future leaders through meaningful **mentor-mentee relationships** across departments. With **72 mentees paired with 56 senior leaders**, the initiative strengthened ReNew's leadership pipeline through cross-level learning and high-potential talent visibility.

W LEADERS MENTORSHIP PROGRAM

The W-Leaders Program is a targeted leadership development initiative for high-potential women leaders at ReNew handling senior management positions. Through multiple personalised one on one mentoring sessions with seasoned external facilitators, the program focuses on unlocking leadership potential and enabling long-term career advancement for women.

Impact Created

5 women leaders


participated in the targeted mentoring sessions

Mentorship Support

6 coaching/mentoring

sessions per participant



 W Leaders -Shaping the next generation of women leaders at ReNew

Leadership Development & Succession Planning

Leadership transitions at ReNew are further supported through **deliberate succession planning and structured mentoring frameworks**. To ensure strong leadership continuity at the highest levels, our Nomination and Board Governance Committee, along with the Board, periodically evaluate executive succession strategies.

We have adopted a **four-phase approach to identify and assesses potential leaders for critical roles, ensuring smooth transitions and sustained leadership continuity.**

Phase I	Phase II	Phase III	Phase IV
Identification of Talent Pipeline for Assistant Vice President (AVP) & above in the team	Creation of Individual Dossier for all General Manager (GM) & above	Detailing the Talent Pipeline View	Presentation and Finalisation of the Talent Pipeline and Career Plan
159 employees identified as part of the pool	<p>91 Individual Dossiers were created for GM and above with 96% coverage</p> <p>35 Individual Dossiers were created for Deputy GM & below with 55% coverage</p>	Pipelines were created for 83 AVP & above roles	

Interventions required to enable movement across the pipeline include:

- (i) **Short-Term Readiness:** Targeted and personalised interventions such as role immersions and executive coaching
- (ii) **Medium-Term Readiness:** Structured learning journeys designed to support individuals in progressing toward the roles identified for them

IDP: ENHANCING EMPLOYEE GROWTH THROUGH STRUCTURED DEVELOPMENT GOALS

To strengthen talent development, ReNew introduced the Individual Development Plans (IDPs) as a structured approach to employee growth and capability building. Following a successful pilot last year, IDPs will become part of the formal performance evaluation process this year. The IDP module addresses previous gaps in development planning by providing structured career growth conversations and linking learning to competencies. **By March, 62% of eligible employees completed their IDPs.**

Impact Achieved

IDP analysis enabled the Learning Academy to launch
focused programs
addressing critical competency needs





Enhanced manager and HR visibility to support
capability building
across the organisation

IDPs enabled
data-driven learning investments,
shifted employees to proactive development ownership, and bridged development gaps across field and corporate locations

ReNew ACADEMY: SHAPING SKILLS FOR A CHANGING WORLD

The renewable energy sector’s rapid evolution is creating critical skill gaps across our diverse business verticals spanning multiple states, requiring systematic technical capability development to meet operational demands and ensure workforce readiness. **Hence, we are proactively investing in future-ready workforce capabilities** through **ReNew Academy**. Our flagship learning initiative equips employees with skills for successful careers, while ensuring safe, productive operations.

In FY 2024-25, the Academy supported over **3,700 employees**, across **core behaviours and role-specific competencies**, delivering high impact learning experiences that promote:

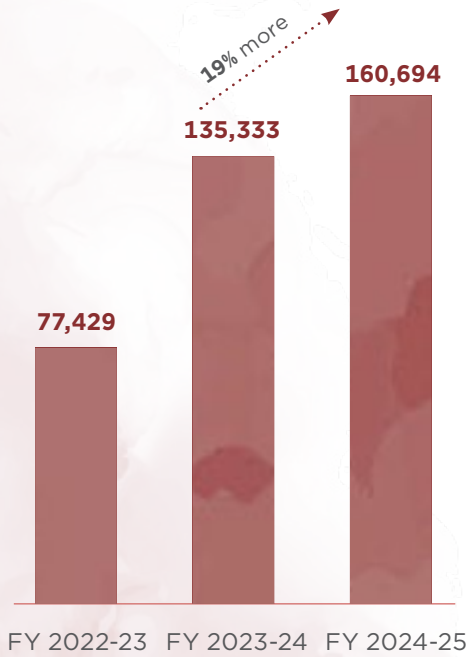
-  **Leadership and behavioural capability**
-  **Functional capability**
-  **Technology and engineering capability**
-  **Other specialised learning interventions**

A total of
792,638* hours
were dedicated to **learning and development (L&D)** activities by employees and workers in FY 2024-25
*Including Safety Training

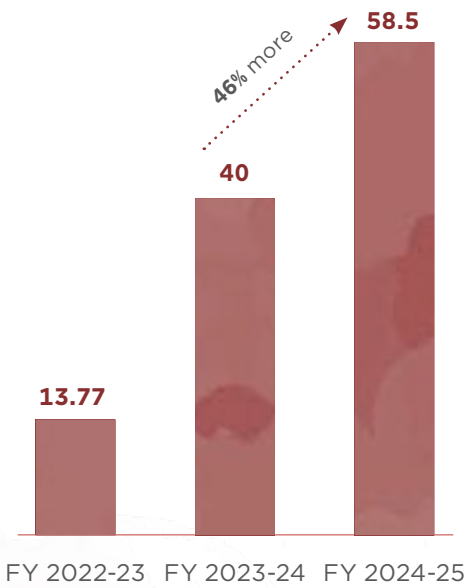
The increased emphasis on L&D is evident in a
~19%
rise in learning hours (excluding safety training) among full-time employees (FTEs)

ReNew’s continued commitment to supporting employees in their L&D journey was further demonstrated by an allocation of
INR 58.5 million
towards L&D initiatives, marking a
46% increase
compared to the previous year

Total Training Hours






Total Training Expenditure
(INR million)



ReNew ACADEMY'S MULTI-DIMENSIONAL APPROACH TO WORKFORCE EXCELLENCE

1. ReNew iLearn: Powering Scalable Learning Across ReNew

- ReNew’s digital learning transformation leverages Degreed and our iLearn platform to deliver personalised workforce development at scale
- Unified platform integrating mentorship programs, project assignments, and job opportunities addressing the challenge of training across 150+ distributed sites while building critical capabilities in the talent-constrained renewable energy sector

	FY 2023-24	FY 2024-25	Impact Created
 Learning Engagement (Hours)	1,250	14,500	11 times increase
 User Adoption (Number)	1,100	2,500	127% growth
 Platform Activation (%)	40%	65%	25 percentage points increase

ReNew LEARNATHON

Week-long campaign to drive deeper iLearn platform engagement and support employees' 16-hour annual learning KPIs

1,300+ employees participated across 7 days

8,800+ learning hours completed

2. Technical Training: Building Future-Ready Capabilities

The Academy implemented a comprehensive technical training framework to address both immediate skill gaps and long-term capability building requirements through two primary initiatives:

Expanding Technical Capability Across Business Units (BUs)

Conducted Training Needs Identification with business heads followed by **rolling out of 13 specialised training programs across 9 states with 90% delivered at site locations**. Launched **Train-the-Trainer workshops for sustainable capacity building**, and **identified 40+ upcoming programs aligned with industry certifications**.

Manufacturing Plant Technical Excellence

Established dedicated training setup with 33 machine-specific modules for NECs and NAPS, Launched advanced industrial programs including 8D Problem Solving, Kaizen, 5S, and Statistical Process Control (SPC), significantly boosting plant productivity, safety, and quality.

Impact Created

Mid-level Professionals Upskilled

1,200+

across all business verticals

Technical Training Focus

46%

of centrally delivered training hours

Skill Improvement

31%

of participants reported measurable skill improvement which translates into enhanced productivity, stronger performance, thus driving long-term business growth

ReNew WORK INTEGRATED LEARNING PROGRAM (WILP) WITH BITS PILANI

UGC-approved work integrated learning programs delivered through weekend live sessions, virtual labs, and LMS-enabled learning, with performance-based co-sponsorship model to **help employees build competency in advanced engineering domains** without career interruption

6 employees

from

4 business units

selected and enrolled across diverse engineering disciplines

Achieved ~90% completion rate across structured sustainability training programs in FY 2024-25, supported by a targeted investment of INR 440,000

Academia Partnerships and Alliances

International



SCHWARZMAN
SCHOLARS



National



IIT Delhi



Birla Institute of
Technology and Science



IIT Mumbai



DIVERSITY, EQUITY & INCLUSION (DEI)

At ReNew, we believe a diverse workforce is essential for navigating the ever-evolving energy landscape. Our talented workforce comprises people from different genders, age groups, nations, and regions, driving innovation through their individuality and uniqueness.

Our DEI strategy creates an inclusive, just, and fair environment through uplifting practices including a dedicated **Diversity and Inclusion Council**, **pay parity assessments**, and **employee resource groups** to empower employees across all levels and roles. We foster an inclusive culture by raising awareness and promoting understanding of diverse communities, including the **LGBTQIA+ community**, through dedicated initiatives and observances like Pride Month.

A cross-functional Diversity and Inclusion Council, chaired by our CHRO and comprising 13 senior leaders, executes our DEI plan and ensures accountability for outcomes across the organisation.

ReSTART TARGET ALIGNED WITH DEI

Gender Diversity Target

30%

of women in the workforce by 2030

FY 2024-25 Progress

~16%

Gender Diversity Rate

Gender Diversity Across Roles

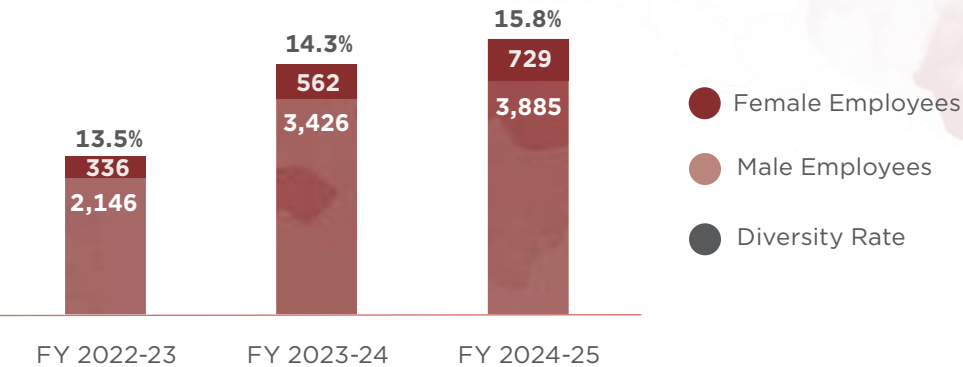
~34% Campus Hires

12% STEM Roles

14% Women new hires in workforce

Through our inclusive workforce strategy, we have achieved a twofold increase in gender diversity over the past four years, with women's representation now reaching **~16%, compared to 8% in FY 2021-22**. Additionally, women make up just **11%** of India's renewable energy workforce, reflecting our sustained commitment to building a more inclusive workforce.

Workforce Gender Diversity at ReNew



Breaking Gender Stereotypes: Empowering Women across Roles and Levels

Promoting Women in STEM roles

In a sector traditionally dominated by men, we are increasing women’s participation in STEM roles through strategic recruitment and talent development initiatives.

Elevating Women Across the Management Spectrum

We are actively advancing gender diversity in leadership and management roles by empowering employees through dedicated **employee resource groups and initiatives**, which foster inclusivity and provide essential guidance and development resources for employee growth. Our dedicated employee resource groups and initiatives include:

- **Power of W**, a platform designed to foster mentorship, peer learning, and collective empowerment.
- **Chai pe Charcha**, led by the CSO, facilitates exchange of experiences and collective growth through interactive forums and open dialogues **Recruit and Ref HER**, This initiative sets out the expectation that at least 25% of CVs shared for senior roles come from diverse talent pools, and efforts are made to backfill 100% of new hires replacing departing women from diverse backgrounds.



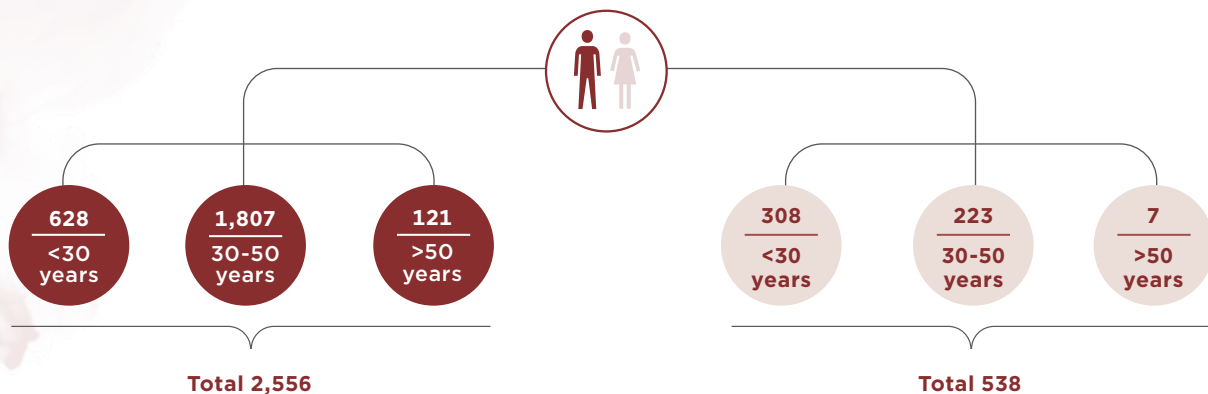
ReNewer's during a Chai Pe Charcha session

**Improved gender representation
across all management levels**

Gender diversity at Apex Committee, Executive Committee and Board level remains steady at

11%, 17% and 40%
respectively

Gender Diversity across Management Levels (FTEs)



To promote inclusive representation across all roles and management levels, we have set specific targets for women's representation. For further details, please refer to [our website](#).



All-Women Power: A first-of-its-kind security force at ReNew's sites in Karnataka and Madhya Pradesh is challenging norms and redefining gender roles, leading the way for greater inclusion in non-traditional fields

FROM PERCEPTION TO POSSIBILITY: BUILDING INCLUSIVE MANUFACTURING LINES

Gender representation in manufacturing has long been constrained by perceptions around physical demands and skill suitability, often limiting opportunities for women in plant operations. At ReNew, we set out to challenge these norms as part of our **ReSTART targets, committing to pilot all-women sections across our manufacturing sites**. In FY 2024-25, we brought this vision to life by **establishing a fully women-led post-lamination line**.

We implemented a targeted hiring and training strategy at our Jaipur module manufacturing plant, selecting women based on relevant skills and experience, and equipping them through hands-on training to manage the complete post-lamination process on one of the 5 assembly lines. By December 2024, the line became fully operational with **77 women successfully running all three shifts**. This initiative has reshaped perceptions of women's roles in solar manufacturing, laying the foundation for replicating this model across other production lines.



Breaking New Ground: Women at ReNew are redefining boundaries and claiming spaces where few have walked before, driving true inclusion in action, solar module manufacturing plant, Jaipur

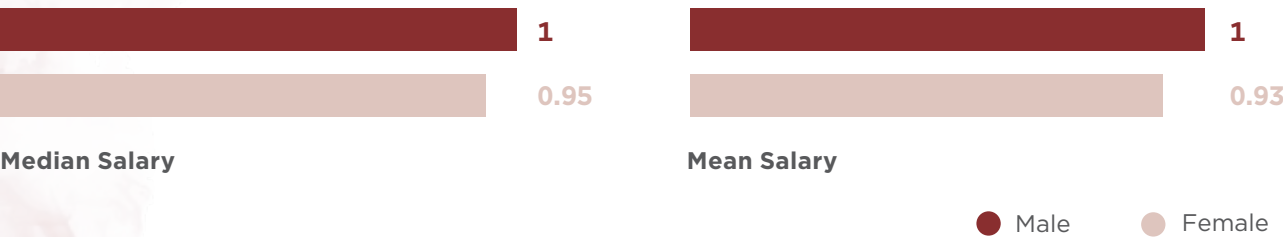
Gender Pay Parity Assessment

To ensure objectivity, we collaborate with an independent external agency to conduct a biannual Gender Pay Parity assessment aligned with our [Gender Pay Parity Policy](#).

This assessment compares compensation across similar roles and career levels, benchmarking our data against industry best practices. Our most recent assessment for FY 2024-25 confirmed female employees at ReNew receive equitable pay with no statistically significant gaps when compared to male counterparts. In some categories, women were found to be earning slightly higher.

Maintaining no statistically significant **gender-based wage disparity for 5 consecutive years.**

Female to Male remuneration ratio as of March 31, 2025



EMPLOYEE ENGAGEMENT AND WELL-BEING

ReeJoys 2.0 - Transforming Employee Engagement at ReNew

In FY 2024-25, we believe organisational growth is deeply connected to the growth, satisfaction, and well-being of our people. We reimagined our internal engagement arm, **ReeJoys**, to deepen employee connection, enhance well-being, and foster a culture of celebration across our nationwide workforce. The revamped platform introduced a **more structured and inclusive approach to engagement, enabling meaningful participation across locations.**

Flagship events like ReNew’s Got Talent, the ReNew Olympics, and The Ultimate Showdown brought creativity and collaboration to the forefront, while new communities such as Tarang (ReNew’s music band) and ReNew Road Runners (fitness group) **offered fresh avenues for connection.**

Over **21 major events and numerous smaller initiatives reached more than 4,000 employees across offices, sites, and plants.** Health and wellness were prioritised through cardiac screenings, self-defence workshops, and Wellness Week, reinforcing our commitment to holistic care. Cultural celebrations, digital awareness sessions and community-driven efforts like blood donation drives further enriched the employee experience.



Celebrating the families of our employees, the true foundation behind their dedication, driving true inclusion in action, ReNew. Hub, Gurugram

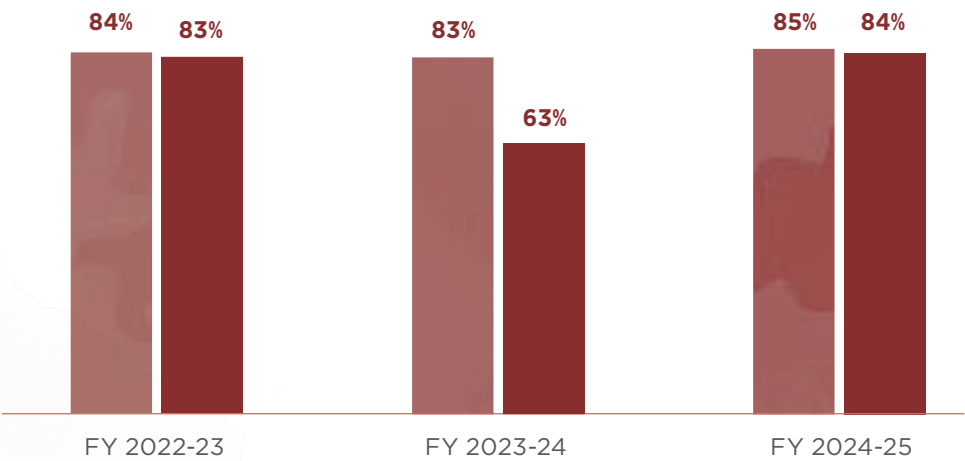
Our GPTW Score indicating Employee Satisfaction at ReNew

Reaffirming our ability to create a positive workplace experience, ReNew has been certified as a **Great Place to Work for the fifth consecutive year**. This Annual Employee Feedback Survey evaluates employee sentiment across key dimensions like credibility, respect, fairness, pride, and camaraderie, providing a holistic view of workplace culture and individual well-being.

Our consistently strong performance over the past four years reflects high levels of satisfaction, a strong sense of purpose, and happiness among our people.



- Percent of employees who responded to the survey
- Overall Employee Satisfaction Rating



ReNew Olympics, fostering a culture of health and wellbeing through sports-based initiatives

EMPLOYEE BENEFITS

Performance evaluations and appraisals

Our approach to performance management is centered on enabling employees to take charge of their growth by participating in continuous dialogue with managers over the course of the year. Our approach blends **objective-based assessments and multi-dimensional evaluations**, reflecting the dynamic nature of modern work

Our process is structured across three key phases:

1. Goal Setting

- Align **personal and team objectives** with strategic business goals
- Secure **manager approval** with appropriate **goal weighting** for both individual and team contributions

2. Continuous Performance Management

- Break down goals into actionable milestones
- Track progress, seek real-time feedback, and adjust goals through agile conversations-frequent, informal check-ins that support learning and course correction
- Encourage input from cross-functional stakeholders to ensure a holistic view of performance

3. Year-End Evaluation

- Conduct a comprehensive annual review based on:
 - a. Achievement of performance goals
 - b. Demonstration of core behaviours and organisational values
- Use a dual-rating mechanism to ensure fairness and objectivity
- Communicate outcomes with transparency, focusing on developmental feedback and future readiness

Regular performance discussions are held to guide employees in enhancing their performance and advancing in their career journey

Through **agile performance management**, we ensure that our system is not only structured and fair but also adaptive and people-centric, supporting both individual excellence and collective achievement.

100%*

of employees are eligible to receive performance and career development reviews

*Refer [performance tables](#) for detailed information

Untapping People Potential: The Conversation Code

Building a Culture of Developmental Conversations at ReNew

- A **6-month longitudinal learning journey** introduced with the main aim of strengthening continuous feedback culture and enhance managerial capability in developmental conversations across geographically dispersed workforce.
- The initiative leveraged external expertise from Meeraq, alongside internal facilitators from ReNew Academy, ensuring both contextual relevance and organisational scalability.
- Backed by **strong leadership**, the program was delivered in three phases with senior leaders actively modeling key behaviours.

Impact Created

Managers Trained

386

across all levels

Knowledge Enhancement & Cultural Shift

15.4% improvement in assessments

86% noticed positive change in conversations

Learning Hours Generated

~2,464

total hours

Employee Wellness

Our wellness programs are designed to support **physical, mental and emotional well-being** through initiatives like health screenings, fitness activities, access to counselling services, stress management workshops, and promoting a culture that encourages open discussions about mental health. Through our Employee Assistance Program (EAP), we extend this support beyond the workplace by offering confidential online and telephonic counseling services to employees and their families, addressing mental and physical health, parenting, relationships, nutrition, and legal advice, reinforcing our commitment to holistic care and work-life balance.



Caring Beyond the Desk: ReNew prioritises health and wellbeing as a key to fostering a motivated, connected, and resilient workforce, during wellness week



Together, We Celebrate. Together, We Grow. Wrapping up the year by honouring our wins and recharging for the road ahead

Our investment in employee wellness and engagement has grown by **57% over the past two years**, with a **17% increase from the previous year in FY 2024-25**. Our increased investment enables us to consistently enhance employee satisfaction, as reflected in our improved employee satisfaction rating.

To promote balance, care, and convenience in every employee's journey, we offer a comprehensive suite of employee benefits including:

(i) Annual comprehensive health check-ups and pre-employment health check-ups

(ii) Maternal and Paternal Benefits: up to six months of fully paid maternity leave and two weeks of fully paid paternity leave, nursing breaks, unpaid leave and access to creche and lactation facilities

(iii) Other Benefits: Adoption and Surrogacy leaves and bereavement/care leaves which are paid family or care leave beyond parental leave.

(iv) Flexible Working Options: such as remote working and flexible working hours

(v) Cab Facility for Women Employees

(vi) Retirement Benefits: We have established a carefully structured retirement plan which is reviewed annually to ensure it remains aligned with the evolving financial needs of our people.

ReNew provides 100% statutory benefits coverage to all employees and workers, including Provident Fund and Gratuity, for long-term financial security of our employees across all levels.

FOSTERING A CULTURE OF RECOGNITION: REWARDS AND RECOGNITION INITIATIVES AT ReNew

To further strengthen our people-first culture and to embed recognition as a daily practice, we introduced a structured and transparent recognition framework.

The Appreciation Week, launched in March 2025, drove peer-to-peer and cross-functional recognition with strong leadership participation.

Impact

With a dedicated budget of **INR 7.5 million**, the initiative generated a **tenfold increase in appreciation awards**, with **12,400+ peer recognitions** and **5,700+ cross-functional appreciation messages exchanged**, reinforcing ReNew's values of having a stronger culture of collaboration across teams.



Celebrating success, the ReNew way - where great work receives timely recognition and genuine appreciation

Digital Transformation for HR Processes



1. Urji

A comprehensive AI-enabled help desk that streamlines employee case resolution with 24/7 support, minimal turnaround time, and full visibility into the resolution process.



2. Sarathi

Consolidates employee data from multiple sources into one comprehensive platform, enhancing HR Information Systems (HRIS) management.



3. ReBOOT

An in-house AI platform that provides instant, comprehensive resume evaluation, boosting recruiter efficiency through advanced automated analysis.

4. Rewards & Recognition Platform

A centralised digital platform that enables all managers and employees to recognise and celebrate colleagues' efforts across various award categories.

COMPLIANCE & ETHICAL CONDUCT

At ReNew, we uphold high standards of integrity and ethical conduct. Our policies on anti-discrimination, harassment, and whistleblower protection ensure a safe and respectful workplace. We conduct regular training and audits to reinforce our commitment to compliance and ethical behaviour.

Commitment to Prevention of Sexual Harassment (POSH)

We maintain a strict Zero-Tolerance policy against sexual harassment in our workplace. Our commitment to a safe and inclusive environment is reflected in our ongoing POSH initiatives and underlined in our [POSH policy](#).

For more information, please refer to our Business Responsibility and Sustainability Report, [Page 304](#).

Employee Grievance Mechanism

We have a formal grievance and feedback management system to support transparency and trust in our workplace. Employees are encouraged to report concerns related to ReNew's procedures, domestic laws, or any form of unprofessional behaviour through dedicated channels like **humanresources@renew.com** or **sustainability@renew.com**

Human Rights

At ReNew, we recognise human rights as foundational to our business values. Our policies are aligned with international human rights standards and frameworks, including:

- International Labor Organisation
- United Nations Global Compact
- UN Guiding Principles on Business and Human Rights
- UN Women Empowerment Principles
- UN Sustainable Development Goals

We are committed to promoting human rights across all aspects of our operations. This includes the right to collective bargaining and freedom of association, equal employment opportunities, fair wages, prohibition of forced labour, child labour, and discrimination. As part of our evolving Human Capital strategy, we are working towards implementing a comprehensive Human Rights Assessment Framework and conducting due diligence on related practises.

As against our **ReSTART target** of achieving **100% human rights training** for our security personnel by 2025, we have completed training for

~49% of the security staff

Freedom of Association & Collective Bargaining Agreement

We uphold the right to freedom of association and collective bargaining and ensure that employee activities in this regard are respected when conducted outside working hours. To date, no trade unions or associations have been formed at ReNew, and none of our employees are currently represented under collective bargaining agreements.

WAY FORWARD

As ReNew positions itself at the forefront of India's clean energy transition, the company is committed to building a workforce that is skilled, diverse, and safety-conscious. The rapid emergence of green hydrogen and advanced battery storage technologies demands specialised expertise we will prioritise upskilling our teams in these cutting-edge areas through targeted training programs, partnerships with leading academic institutions, and hands-on experience with new technologies. Recognising the critical importance of inclusion, ReNew will actively cultivate opportunities for women in STEM and leadership roles, ensuring that our workforce reflects the diversity of the communities we serve. In light of industry challenges, including safety incidents, ReNew is dedicated to embedding the highest safety standards across all operations, reinforcing a culture where every employee is empowered to prioritise and advocate for workplace safety. By investing in skills, diversity, and safety, ReNew is shaping a resilient, future-ready organisation ready to lead the clean energy revolution.



ReNewkul – Where Learning Never Stops: Empowering ReNewers through shared knowledge, insights, and collaboration

OCCUPATIONAL HEALTH & SAFETY

The clean energy sector is adopting technology-led safety practices, with greater emphasis on worker well-being and digitisation. At ReNew, health & safety is integral to our operations. We focus on structured safety training, strong HSE systems, and a proactive approach across all sites. Our safety performance remains stable and often ahead of industry averages, supporting a responsible and secure energy transition.

Our “**Culture of Care**”, drives continuous safety enhancement guided by a **comprehensive** QHSE Policy supported by continuous safety audits, training programs, emergency response drills, and technology integration. We extend our safety standards beyond internal operations to actively involve contractors and partners, promoting a shared commitment to health & safety throughout the value chain.

KEY HIGHLIGHTS OF FY 2024-25

100% certification

across all sites under ISO 9001:2015 (Quality Management), ISO 14001:2015 (Environmental Management), and ISO 45001:2018 (Occupational Health and Safety Management) standards

Training Hours

631,944 hours

of safety training conducted in FY 2024-25

LTIFR

0.21

Lost Time Injury Frequency Rate (LTIFR) for FY 2024-25, which had been decreasing for the last 3 years



A Historic Win! ReNew's hydro plant is the first to earn the Sword of Honour for HSE excellence

ReNew achieved **zero work-related fatalities** and **zero recordable ill-health cases** across employees and contractors, demonstrating our robust health and safety framework

Our Singoli Bhatwari Hydro Power Plant became the **first Hydro Plant Globally** to achieve **British Safety Council Five Star Rating and Sword of Honor Award** for its **outstanding commitment to workplace Health, Safety, and Well Being**.



GOVERNANCE STRUCTURE OF HEALTH AND SAFETY

Our Health and Safety governance is anchored in a multi-tiered structure, designed to ensure **strategic oversight, effective implementation, and day-to-day operational diligence.**

1. HSE Steering Committee

- Chaired by the CEO
- CEO provides top-level direction and reinforce leadership accountability
- Comprised of members of the Apex Committee which is the highest Management Level

2. Corporate Safety Committees

- The committees set a strategic course for HSE initiatives and monitors progress at an organisational level in key areas



3. Business Implementation Committee

- Led by Executive Committee members
- Responsible for translating corporate directives into action across business units
- Tracks both leading and lagging safety indicators

4. HSE Functional Team

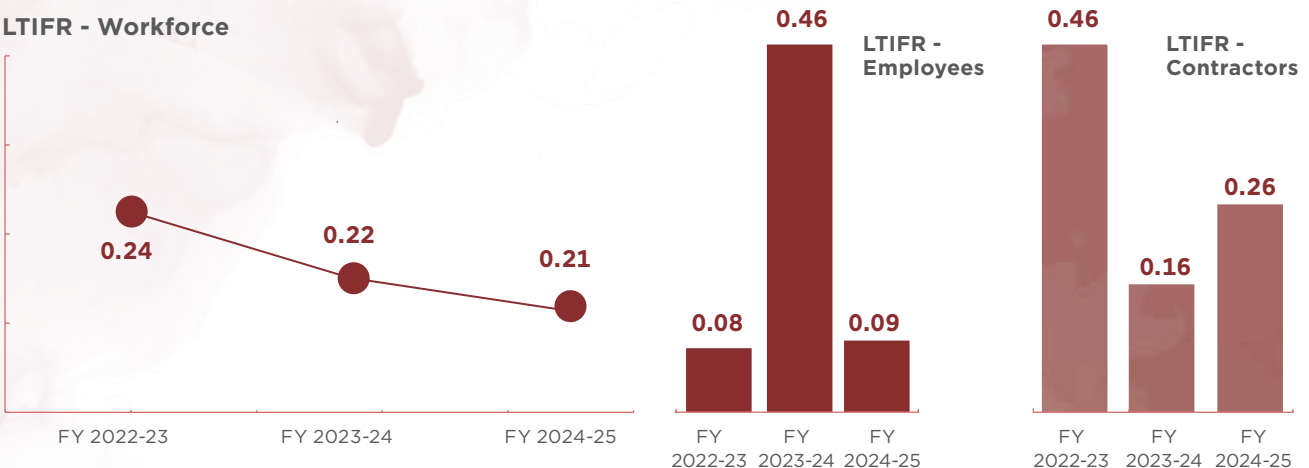
- Responsible for the ground level oversight
- Works closely with both corporate and implementation committees to embed safety principles into daily operations.
- Leads execution of safety procedures, initiatives, and awareness programmes, ensuring that health and safety remain a lived priority across the organisation

Our Proactive Approach to Occupational Health and Safety Management

Our governance committees place strong emphasis on adopting a proactive stance towards occupational health and safety. Rather than reacting to incidents, we focus on **anticipating and mitigating risks before they arise.** We have collaborated with top industry safety consultants to develop our OH&S processes which ensure that our standards are benchmarked against global best practices.

Lost Time Injury Frequency Rate (LTIFR) (for one million manhours)

LTIFR - Workforce



5% Weightage

of safety related KPIs in annual compensation of all employees including the management committee

OHS MANAGEMENT FRAMEWORK



Systematic Risk Identification



Incident Reporting & Management



Preparedness & Emergency Response Protocols



Capacity Building through Training

To complement our proactive safety framework, we have established **ten Cardinal Rules of Safety**, aimed at reinforcing safe conduct across all operations.

Safety Rules and Approach



Permit to Work

Work with a valid permit



Safety Controls

Obtain authorisation before overriding or disabling safety-controls



Energy Isolation

Verify isolation and zero energy before work begins



Hot Work

Control flammables and ignition sources



Working at Height

Protect yourself against a fall when working at height



Confined Space

Obtain authorisation before entering a confined space



Safe Lifting

Plan to lift operations and control the area



Safe Driving

Follow safe driving rules



Line of Fire

Keep yourself and others out of the line of fire



No Alcohol, Drugs and Smoking

Do not work under the influence of alcohol, drugs

HAZARD IDENTIFICATION AND RISK ASSESSMENT (HIRA)

We take a structured approach in identifying hazards and evaluating risks, which allows us to implement targeted control measures, focused on our safety efforts where they matter most. Our detailed methodology encompasses safety for everyone, including our employees, contractors, visitors, and the broader communities.

We hold **Tool Box Talks (TBT)** with workers to communicate any additional safety measures that may be required.



Risk Management Aligned with the Hierarchy of Controls

Our risk management practices are grounded in the Hierarchy of Controls, which helps us reduce or eliminate risks to a level that is **As Low As Reasonably Practicable (ALARP)**. This system is consistently applied across all our business units, with a strong emphasis on prioritising safety interventions.

Emergency Response Integration

We have built a strong culture of preparedness through meticulous planning, continuous capacity building, and regular mock drills. These efforts ensure our teams are well-prepared to respond swiftly and effectively to any crisis. In the event of imminent danger, life-threatening conditions, or serious safety hazards, our safety employees are empowered to issue a **STOP work order** to immediately halt operations and prevent harm.

Hospital Partnerships

Every site and office maintain formal tie-ups with the nearest hospitals to ensure immediate medical support in case of emergencies.



Trained Emergency Responders

Each site is staffed with an adequate number of trained firefighters and certified first aid personnel, ensuring preparedness for a wide range of emergency scenarios.

Anti-Venom Availability

Anti-venom is readily accessible either on-site or at the nearest partnered hospital, providing a critical response option in the event of snake bites.

Strategically Placed First Aid Kits

First aid boxes are placed at key locations and all sites vehicles, ensuring quick access during medical emergencies.

Emergency Response

All our asset creation and manufacturing sites are equipped with Advanced Life Saving Ambulances. All the locations are equipped with necessary resources such as Height Rescue Kits, Fire Fighting Equipment, Stretchers, wheel chairs etc. to handle emergency situations.

Safety Audits for Continuous Improvement

Regular internal and external audits, conducted on both scheduled and ad hoc basis, help uphold safety standards and ensure compliance. In collaboration with the British Safety Council, 26 audits were conducted in asset creation, 1 at manufacturing site and 27 at asset management this year. In addition to this, 42 internal audits were conducted by our trained internal auditors.

54 audits

were conducted in collaboration with British Safety Council, all the actions are tracked for closure within the given time frame.

Ensuring Safe Manufacturing Operations



Heat Stress in Production Areas

- Engineering controls- ventilation systems and shade structures
- Shift scheduling to avoid peak temperature exposure
- Breathable workwear



Ergonomic Solutions for Production Lines

- Mechanical lifting aids, conveyor systems, and ergonomic workstations
- Job rotation across production lines



Industrial Noise Management

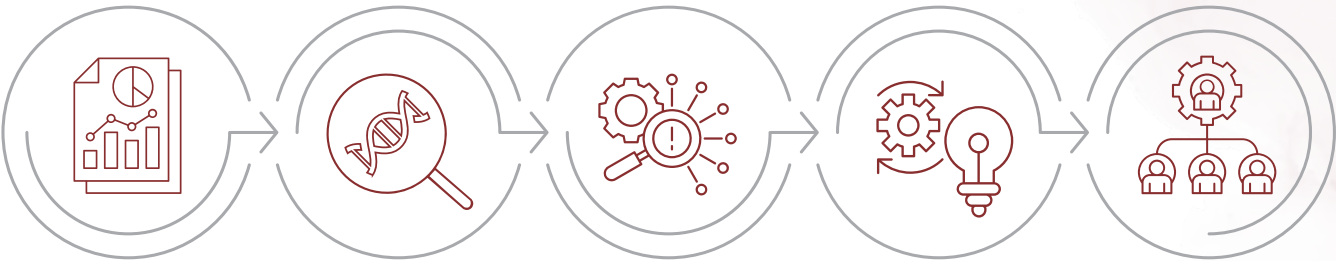
- Regular monitoring of equipment noise levels
- Strategic equipment placement and sound barriers minimise worker exposure, with hearing protection provided for high-decibel manufacturing zones.

No cases of work-related ill health in the reporting year

Incident Reporting and Management

Employees and workers are encouraged to promptly report any health, safety and environment related observations such as spills, environmental events, incidents, or unsafe conditions and incidents including near misses to ensure swift and effective resolution.

Incident Management Process



Standardised Reporting and Documentation

Incidents are reported and documented using consistent organisational protocols across all sites through the Gensuite Platform

Structured Investigation

Investigation teams include at least one trained member who conducts evidence collection and witness interviews using standardised formats

Root Cause Analysis





Systematic identification of underlying causes to understand why the incident occurred

Corrective Action Implementation

Development and implementation of recommended actions to address identified root causes

Organisational Learning and Prevention

Internal and external incident alerts are shared organisation wide to encourage learnings, improve risk management and prevent recurrences of similar incidents

Type of Incident	FY 2022-23	FY 2023-24	FY 2024-25
 First Aid	34	85	89
 Lost-Time Injuries	2	6	8
 Medical Treatment Incidents	6	13	19
 Workplace Fatality	3	1	0

Achieved Zero Fatalities for FY 2024-25 across all locations

Tech-enabled Health & Safety

We use technology to tackle high-risk activities effectively. For example, Drone inspections have replaced manual transmission line work, significantly reducing height-related risks.

Our digital solutions aggregate safety data, engage teams, and streamline Environmental, Health, and Safety (EHS) workflows. Supervisory Control and Data Acquisition (SCADA) systems enable real-time power generation monitoring, while automated robotic solar panel cleaning eliminate manual work around solar panels. The Gensuite Platform provides digital tools for Incident Management, Audits and Action Tracking. We have developed an exclusive digital tool for recording of Safety conversations. We actively use power BI tools for analysis of our HSE performance. We leveraged AR/VR technology to enhance safety training, enabling immersive, risk-free learning experiences for our workforce.

Building a Safer Workplace Together - Health & Safety Capacity Building Initiatives

631,944 safety training hours

delivered across 38 million manhours worked, **demonstrating comprehensive workforce preparation**

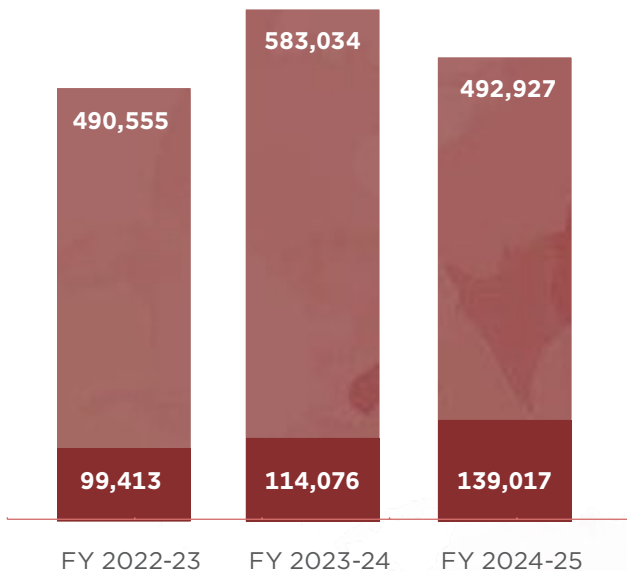
Training investment resulted in LTIFR of 0.21 - the lowest in 4 years, **showcasing measurable safety improvement**

Our employees and contractors receive targeted training that equips them with essential skills and knowledge to effectively respond to health and safety challenges. This investment in training has yielded measurable improvements in safety outcomes, with enhanced awareness, better compliance with safety protocols, and a reduction in incident rates over time.

Our total number of hours dedicated to safety training has steadily increased over the past three years, **with a 40% increase in employee safety training hours from FY 2022-23 to FY 2024-25.**

Safety Training Hours

- Total safety training hours - Employees
- Total safety training hours - Contractors



ReNew Safety Observation Program (ReSOP)

Following our partnership with British Safety Council to improve cultural maturity, we launched the ReNew Safety Observation Programme (ReSOP) in FY 2023-24 to strengthen our "Culture of Care" principle.

ReSOP involves safety observations followed by one-on-one safety conversations, fostering open dialogue about safety across all organisational levels. The programme encourages acknowledging safe behaviour, providing positive reinforcement and motivation. A digital tool enables recording and analysis of conversations, offering insights into human behaviour, motivations, and systemic gaps.

900+

No. of ReNewers Trained in ReSOP

18,000+

No. of ReSOP Conversation done

Contractor Safety Management

We hold contractors to the same health and safety standards as employees through strategic engagement, continuous skill development, and rigorous performance monitoring. This ensures consistent adherence to safety protocols and creates a unified safety culture across all operations.

Contractor Safety Management Process

1. Contractor Selection

We onboard only contractors with strong safety record and positive performance ratings, ensuring safety alignment from the start

2. Contract Award

We clearly communicate safety requirements to contractors before finalising agreements, setting expectations upfront

3. Managing the Work

We conduct weekly Contractor Field Safety Audits (CFSA) to monitor compliance and ensure adherence to safety protocols

4. Contract Preparation

Contracts include specific EHS terms tailored to the work type and associated risks

5. Orientation and Training

100% of contractors receive comprehensive orientation and training on site-specific risks and safety controls

6. Periodic Evaluation

Upon completion, we evaluate contractor performance and update records in our SAP system for future selection decisions

Focused learning for frontline risks

Comprehensive one-day contractor training program delivered before work commencement, featuring micro-modules on essential safety concepts

Core Safety Protocols

- Construction safety, excavation, and working at height
- Manual handling and housekeeping standards
- Fire and electrical safety measures

ReNew Safety Framework

- ReSOP methodology (safety conversations)
- Cardinal safety rules and compliance requirements
- Permit-to-Work (PTW), Job Safety Analysis (JSA), and Toolbox Talk (TBT) procedures

Contractor Supervisor Certification Program

A dedicated training module was implemented to enhance the health, safety, and environmental (HSE) competencies of contractor supervisors across project sites. **Over 500 supervisors** participated in the program, which included **post-training evaluations** to assess knowledge retention. Certificates were awarded to **474 participants** who achieved a **score of 70 percent or higher**. Delivered in collaboration with trainers from the **British Safety Council**, the program addressed both behavioural and technical aspects of HSE management. It has contributed to improved adherence to safety practices on-site. Similar initiatives will continue as part of our engagement with new contractors.

DROPPED OBJECTS RISK REDUCTION

We have adopted a structured risk reduction approach for dropped objects from elevated work areas through hazard elimination, engineering/administrative controls, and appropriate PPE to prevent incidents by securing tools and maintaining controlled work environments.

Approach for Dropped Objects Risk Reduction

Four key control measures



Hazard Elimination

Clean & Organised Work Areas



Engineering Controls

Tool tethering and Designated drop zones



Administrative Controls

Through training programs, Tool management procedures, and routine inspections



Personal Protective Equipment (PPE)

Mandatory hard hats and secure tool storage using belts and holsters

First Hydro Plant Globally to achieve Five star and Sword of Honor Award

ReNew's hydropower plant has won the prestigious Sword of Honour award from the British Safety Council, becoming the first hydropower plant worldwide to achieve both Five Star Rating and this distinguished recognition.

- Five Star audit rating with zero fatalities in 12 months and full regulatory compliance
- Independent assessment by global HSE experts in London covering occupational health, safety and well-being

Recognition Highlights

- Global first for hydropower sector in achieving this dual recognition
- 14-month cultural transformation journey to world-class safety standards
- Collaborative success across all teams including contractors and corporate support functions

This milestone reflects ReNew's commitment to safety excellence and establishes our hydropower operations as a global benchmark in the sector.

WAY FORWARD

Building on our strong foundation and heightened focus on health and safety, which has led to improved safety performance and operational excellence, we aim to scale best practices across all sites, deepen contractor engagement, and further elevate our safety standards, setting benchmarks for the industry. Leveraging data management and advanced technologies will be central to driving predictive safety insights.