

People and Well-being

At ReNew, our people are central to how we deliver on our ambition. As the organisation scales, we are focused on building leadership depth, enabling fair and transparent growth, and creating a workplace where employees feel supported, safe and respected.

This document outlines how that intent translates into practice. As we expand, a strong talent pipeline is ensured through our leadership and succession management framework, which has evolved from a top-leadership exercise into a structured, enterprise-wide approach spanning mid and senior levels, giving us clear visibility of leadership risk, readiness and pipeline depth. Continuous growth is enabled through performance management and career progression, combining structured goal setting, year-round feedback and a governed promotion framework.

Everyday well-being is supported through benefits that respond to the needs of our people and their families across different life stages, alongside a clear policy framework for overtime, leave and wages. Underpinning these is our commitment to ethics, human rights and workplace accountability, reinforced through clear policies, training and accessible grievance channels.

Together, these elements reflect a single objective: a workplace that is equitable, future-ready and built to thrive.

1. Leadership and Succession Planning

ReNew's Critical Talent Mapping and Succession Planning has evolved into a structured, enterprise-wide exercise covering leadership across levels, with a strong focus on AVP & above roles. A robust framework has been implemented to **classify roles by criticality and map succession timelines**, enabling clear identification of business-critical positions and talent gaps.

Our four-phased succession management framework:

Phase I	Identification of Talent Pipeline for Assistant Vice President (AVP) & above in the team
Phase II	Creation of Individual Dossier for all Deputy General Manager (DGM) & above
Phase III	Detailing the Talent Pipeline View (0-12 months to 36+ months)
Phase IV	Finalisation of the Talent Pipeline and Career Plan

The exercise is **now fully embedded with ExecCom-led discussions, BU-level reviews, and continuous tracking**, ensuring sharper talent visibility, reduced leadership risk, and a strong, future-ready succession bench across the organization.

2. Supporting Growth through Performance and Benefits

Performance evaluations and appraisals

Our performance management approach is designed to support growth through structured goal setting, continuous feedback and year-end evaluation.

1. Goal setting

- Helps align personal and team objectives with business priorities
- Defines goal weightages for individual and team contributions

2. Continuous Performance Management (CPM)

- Tracks progress against milestones
- Enables regular feedback and course correction through ongoing conversations
- Incorporates cross-functional inputs where relevant

3. Year-end evaluation

- Review achievement against goals and expected behaviours
- Use a structured process to support fairness and objectivity
- Focus on development and future readiness

Type of performance appraisals:

Our performance management approach blends objective-based assessments with multi-dimensional evaluations, reflecting the dynamic nature of modern work. It integrates **Management by Objectives**, **multi-dimensional appraisals** through 360-degree feedback, **team-based performance evaluations**, and **agile, year-round feedback conversations**, supported by regular/ongoing manager-led developmental discussions. Through agile performance management, we ensure our approach remains structured and fair while staying adaptive and people-centric, enabling both individual excellence and collective success.

Key Elements of Our Performance Approach

- **Management by Objectives:** Aligning individual goals with organisational priorities
- **Multi-dimensional Appraisal:** 360-degree feedback for holistic, balanced evaluation
- **Team-based Appraisal:** Recognising collective performance and collaboration
- **Agile Conversations:** Continuous, year-round feedback and development discussions
- **Ongoing Development Conversations:** Regular check-ins on an ongoing basis with managers, performance, career aspirations, development needs, learning opportunities, and future growth plans

We follow a **structured promotion framework** that balances meritocracy with governance across **quarterly cycles**. Promotions are based on a defined eligible talent pool, considering performance and competency ratings across **two evaluation cycles**, tenure, and panel reviews where applicable, supported by **Continuous Performance Management** for ongoing feedback and transparency.

3. Workforce Benefits and Well Being

Workplace stress management	➤ Comprehensive well-being program supporting physical, mental and emotional health through stress management workshops, resilience-building sessions, mental health awareness campaigns, and confidential counselling services. ➤ Employee Assistance Program (EAP) provides 24/7 telephonic and online support for employees and their families, covering mental health, emotional wellbeing, parenting, relationships, nutrition, financial and legal guidance.
Sports initiatives	➤ Promotes employee health and wellness through sports tournaments, fitness challenges, yoga sessions, wellness campaigns, and participation in recreational activities that encourage an active lifestyle and employee engagement.
Prevention of Sexual Harassment (POSH)	➤ Zero-tolerance approach to sexual harassment through POSH policy, awareness initiatives ➤ Mandatory awareness and sensitization programs, grievance redressal mechanisms, and Internal Committee oversight to ensure a safe and respectful workplace
Cab facility for women employees	➤ Supports safe and convenient commuting for women employees through transportation assistance and security-focused travel arrangements.
Maternity benefits and paternity benefits	➤ Enables employees to navigate parenthood with greater support and continuity ➤ Up to six months of fully paid maternity leave and two weeks of fully paid paternity leave, nursing breaks, unpaid leave ➤ Maternity leave is provided to eligible female workers in accordance with company policy and applicable regulations
Daycare and Lactation facilities	➤ Dedicated lactation facilities for working mothers ➤ Accessible childcare facilities (creche) for working parents and caregivers, helping employees balance family and professional responsibilities.
Annual comprehensive and pre-employment health check-ups	➤ Periodic health screening programs and preventive healthcare assessments aimed at early detection of health risks and promoting employee wellbeing. ➤ Pre-employment medical assessments conducted where applicable.
Flexible working options	➤ Offer greater flexibility in managing professional and personal responsibilities through remote working (working from home arrangements) and flexible working hours. ➤ Employees may also request part-time working arrangements, which are considered on a case-by-case basis, taking into account individual circumstances, role requirements, business needs and applicable company policies.
Retirement benefits	➤ Provide long-term financial security and statutory social protection (including Provident Fund and gratuity)
Insurance Benefits	➤ Comprehensive insurance coverage for eligible employees and workers, including: ○ Health Insurance ○ Group Personal Accident Insurance ○ Group Term Life Insurance

	➤ 100% coverage for eligible permanent employees and workers.
Other Benefits	➤ Adoption leave and surrogacy leave ➤ Bereavement leave and caregiver leave supporting employees during personal and family emergencies. ➤ Family care leave to enable employees to care for spouses, domestic partners, children, parents, grandparents, grandchildren, siblings, and other dependent family members experiencing any health conditions. ➤ Reinforces an inclusive and supportive workplace culture

4. Overtime, Annual leaves and Wages

Work Exigency benefits • Overtime is not a standard practice; however, under approved business exigencies, employees required to work beyond prescribed hours within grades R0-R5 are duly compensated in accordance with the government rules defined, with such additional work formally recognised as “Exigency Work.” • There is a clear and compliant framework for approval, recording, and payment of such work for eligible grades, including duties performed on public, festival, and national holidays. • The company monitors working hours and duly compensates within grades R0-R5 and contract workers, ensuring equitable compensation for additional work under approved exigencies.
Paid annual leave entitlements • The company actively encourages employees to avail their paid annual leave, with periodic reminders triggered after 30 days of no leave usage, an approach firmly anchored in formal policies and regularly published on internal company portal.
Inclusive Benefits Coverage • All permanent employees and workers are eligible for non-pay benefits aligned to their respective employment grade, as defined in company policy.

5. Employee Transition Assistance Programs

- **Comprehensive Exit Support:** On case-to-case basis employees receive severance pay in addition to their notice period, along with dedicated HR support for job search assistance.
- **Holistic Well-being Focus (FY27 onwards):** We are designing targeted learning interventions to support employees’ **financial planning and emotional resilience**, tailored to different workforce segments.

6. Respecting Freedom of Association and Workplace Dialogue

At ReNew, we are committed to supporting the well-being of our workforce through benefits that go beyond statutory requirements, including accommodation and other welfare support measures for workers. At the same time, we uphold the right to freedom of association and collective bargaining. Employees are free to join lawful associations and participate in related activities outside working hours without interference. As on date, no trade unions or employee associations had been voluntarily formed at ReNew.