

# GREENER ENERGY SMARTER SOLUTIONS

ESG Report **FY 2025**





# GREENER ENERGY SMARTER SOLUTIONS

At CESC, we are reshaping the future of energy by unlocking the potential of the transition to greener energy through smarter solutions that can create a lasting positive impact for our business and our stakeholders. Across our generation and distribution operations, we are integrating industry 4.0 technologies, including artificial intelligence, as well as adopting future-fit solutions to enhance operational excellence and embed sustainability into every aspect of our business.

Our generation assets continue to deliver strong, reliable performance, consistently operating well above industry benchmarks and reinforcing our reputation for operational excellence. This reflects our ability to deliver reliable power generation and maintain high asset availability. At the same time, our distribution network is evolving with the adoption of AI-enabled smart grids, advanced metering systems, and decentralised energy infrastructure. These

technologies are improving grid responsiveness, enabling real-time monitoring, predictive maintenance, and more efficient renewables integration. Together, they contribute to a network that is intelligent, adaptive, and drives our progress towards a low-carbon future, while ensuring seamless and reliable power supply to our customers.

Parallely, we are scaling our renewable portfolio through Purvah Green Power Private Limited, targeting 3.2 GW by FY29 in Phase 1 and an overall capacity of 10 GW by the end of Phase 2. At the same time, our distribution footprint has grown with the addition of Chandigarh Power Distribution Ltd., strengthening our presence in northern India.

As we look ahead, we remain focused on accelerating the transition to sustainable energy sources while powering lives and the economy with purpose and responsibility.



# INSIDE THE REPORT

04

About the Report

06

Leadership Dialogue

15

Key Performance Highlights

18

About the Company

21

Awards and Recognitions

23

Corporate Governance

27

Our Sustainability Framework

29

Value Creation Model

31

Financial Capital

34

Manufacturing Capital

37

Intellectual Capital

41

Human Capital

52

Social and Relationship Capital

61

Natural Capital

71

Annexure



# ABOUT THE REPORT



We are pleased to present CESC Ltd.'s 5<sup>th</sup> Annual Sustainability Report for the Indian Financial Year (FY) 2024-25. The report discloses the company's ESG performance for the period from April 1, 2024, to March 31, 2025.

## Guiding principles and standards

This report has been prepared with reference to the Global Reporting Initiative (GRI) 2020 Standards, and the following aspects have been applied to determine relevant topics that define the report content and ensure the quality of information.



**GRI guiding principles for defining content:**  
*Materiality, Stakeholder Engagement, Sustainability Context and Completeness*



**GRI guiding principles for defining quality:**  
*Balance, Clarity, Accuracy, Timeliness, Comparability and Reliability*

Additionally, the report draws on relevant elements and guidance from:



## Reporting scope and boundary<sup>1</sup>

This report has been prepared on a consolidated basis, covering CESC Limited and its subsidiaries, including:

Generation	Distribution
<b>Budge Budge Generating Station (BBGS)</b> with 750 MW capacity	<b>CESC Kolkata</b> , which services customers in Kolkata, Howrah and surrounding areas.
<b>Southern Generating Station (SGS)</b> with 135 MW capacity	<b>Noida Power Company Limited (NPCL)</b> A power distribution company serving Greater Noida, Uttar Pradesh.
<b>Haldia Energy Limited (HEL)</b> A 600 MW thermal power plant located in Haldia, West Bengal.	<b>CESC Rajasthan</b> Bharatpur Electricity Services Limited, Bikaner Electricity Supply Limited, and Kota Electricity Distribution Limited serve customers in Rajasthan.
<b>Dhariwal Infrastructure Limited (DIL)</b> A 600 MW coal-based thermal power plant situated in Chandrapur, Maharashtra.	<b>Malegaon Power Supply Limited (MPSL)</b> A power distribution company operating in Malegaon, Maharashtra.
<b>Crescent Power Limited (CPL)</b> Operates a coal washery and a 40 MW thermal plant near Asansol in West Bengal	
<b>Purvah Green Power Limited (PGPL)</b>	

CESC's recently acquired subsidiary, Chandigarh Power Distribution Ltd (CPDL), which provides power to customers in the union territory of Chandigarh, is excluded from the scope of this report.

## Assurance

This report was developed by CESC's internal teams under the guidance of senior management. Ernst & Young Associates LLP has provided assurance of select GRI Key Performance Indicators (KPIs).

## Feedback

Our stakeholders may share their feedback on this report with: **Mr. Saket Sah**, Group Head- Investor Relations & ESG Reporting, RP-Sanjiv Goenka Group; Email: [saket.sah@rpsg.in](mailto:saket.sah@rpsg.in)

**Forward-looking statement:** The report includes certain statements about our business operations that may constitute forward-looking statements, including those related to financial position, business strategy, management plans, and objectives for future operations. We cannot guarantee that these forward-looking statements will be realised, although we believe we have been prudent in our assumptions. The achievement of these statements is subject to risks, uncertainties, and possible inaccuracies in assumptions. We assume no obligation to publicly update any forward-looking statements, whether as a result of new information, future events, or otherwise.

<sup>1</sup> CESC's recently acquired subsidiary, Chandigarh Power Distribution Ltd (CPDL), is excluded from the scope of this report.





# Steering Towards Impact **LEADERSHIP DIALOGUE**





# Message from **DR. SANJIV GOENKA**

**Chairman, CESC Limited**

The energy sector today stands at a defining moment, as it remains central to the global climate agenda. Around the world, investors, regulators, and consumers are increasingly demanding energy systems that are not only reliable and affordable but also cleaner and more responsible. This shift is reshaping the way utilities operate, invest, and grow. For CESC, which has a long legacy of serving millions of consumers with dependable power, this evolving context presents both a responsibility and an opportunity—to transform our operations in line with global expectations while continuing to strengthen our position as a trusted utility.

In India, the energy landscape is unique, shaped by the dual challenge of meeting growing demand while transitioning towards cleaner sources. Thermal power continues to remain the backbone of our energy mix, ensuring reliability and affordability across households, businesses, and industries. Yet, this reliance also brings with it the responsibility to make thermal operations more sustainable. At CESC, we are advancing this transition by adopting emission control technologies, strengthening ash management, optimising water usage, and leveraging digitalisation to enhance operational performance. We firmly believe that while thermal will remain important for the foreseeable future, it must steadily evolve to support India's low-carbon growth journey.









# THE FUTURE IS RESPONSIBLE POWER

## A conversation with MR. SHASHWAT GOENKA

Vice Chairman, RPSG Group

At CESC, our ESG journey is rooted in action and accountability. We recognise that the environmental dimension requires immediate and measurable progress, so we are investing in cleaner energy generation, modernising our networks, and improving resource efficiency across operations.

At RPSG Group, we place equal importance on all three environmental pillars: energy transition and climate neutrality, water conservation and biodiversity management, and waste reduction and recycling. Waste reduction remains a critical focus area, with ongoing efforts to phase out single-use plastics across our businesses.

We also emphasise the social and governance aspects by protecting the health and safety of our people, building inclusive workplaces, and strengthening compliance and ethical standards. In addition, technology and digitalisation are driving efficiency, reliability, and customer satisfaction throughout our organisation.

By integrating environment, people, governance, and technology, we are building a utility that is resilient today and responsible for tomorrow.



**Q1. Stakeholders today expect more than just reliable power—they expect responsible power. How is CESC engaging with its stakeholders on ESG?**

**A:** CESC is committed to engaging stakeholders, including regulators, investors, customers, and communities, on ESG priorities through transparent disclosures and attentive listening. Building stakeholder trust through consistent action and accountability remains our priority. Importantly, CESC recognises that stakeholders expect not only responsible power, but also a greater share of green power. We are increasing our investment in renewable energy generation, aiming to expand the proportion of clean energy supplied to our customers. By doing so, CESC ensures its sustainability strategy addresses the expectations of its stakeholders while driving the energy transition forward.

**Q2. Beyond environmental concerns, how does CESC view the social and governance aspects of ESG?**

**A:** Sustainability goes beyond reducing carbon footprints; it is fundamentally about people and governance. At CESC, the social aspect represents our responsibility towards employees, contractors, and the communities we serve, with a strong focus on safety, skill development, inclusivity, and meaningful social impact initiatives. Governance means upholding integrity, compliance, and ethical decision-making at every level. We believe that strong governance is the foundation of resilience, and we are deeply committed to maintaining it.

**Q3. The power sector is becoming increasingly technology driven. How does digitalisation fit into CESC's ESG journey?**

**A:** Digitalisation is a core pillar of CESC's ESG journey and a strategic driver of long-term value. By deploying smart grids, advanced analytics and predictive technologies, we are enhancing efficiency, reducing losses and ensuring reliability at scale. Just as importantly, digitalisation strengthens our ability to manage emissions, optimise demand and engage more deeply with customers. For us, technology and ESG are inseparable — together, they position CESC to lead India's energy transition while creating sustainable value for all stakeholders.

**Q4. What will be your key priorities for strengthening CESC's ESG journey in the coming years?**

**A:** Our priorities are anchored in building a future-ready and responsible energy business. We are accelerating the integration of renewables, modernising our infrastructure for greater reliability, and deepening our engagement with communities we serve. Equally, we will continue to invest in our people, in digital capabilities, and in governance frameworks that strengthen resilience and trust. These steps go beyond compliance — they position CESC as a leader in India's clean energy transition and as a long-term partner in delivering sustainable growth for our stakeholders.



# GENERATION WITH PURPOSE MR. BRAJESH SINGH

Managing Director, Generation, CESC Limited



**The generation business of tomorrow will be a hybrid, anchored in reliability but driven by sustainability.**

## Q1. What does the future of CESC's generation business look like in the context of ESG and India's energy transition?

**A:** The generation business of tomorrow will be a hybrid, anchored in reliability but driven by sustainability. Our focus will be on creating an energy mix that is clean, efficient, and flexible. We are investing in energy storage, in-house RE transitions, and exploring green hydrogen readiness. The idea is not just to add renewables, but to integrate them meaningfully into the grid with the help of efficient flexible assets we have. Our ambition is to ensure that CESC remains a leader in power generation, while becoming a role model in climate-conscious energy delivery.

## Q3. How is the generation business contributing to the country's renewable energy goals?

**A:** Our generation business has already laid the groundwork for 3,000 MW of planned renewable capacity addition - including solar, wind, and hybrid assets. What's noteworthy is that much of this transition is being driven in-house—from project development to asset management—which gives us agility and cost control ensuring faster, more efficient green power capacity building. Existing Thermal Fleet is also geared up to accommodate part of this RE coming into our won system through necessary flexibilisation with efficiency.

## Q2. CESC has legacy thermal assets. What steps are being taken to reduce the environmental footprint of these operations?

**A:** We have made significant strides in greening our thermal operations. The primary focus is to improve upon efficiency along with flexibility which should be the renewed operation mantra for Thermal. Besides, we achieve 100% fly ash utilisation, ensuring zero ash disposal into landfills. We're also moving towards 100% Zero Liquid Discharge (ZLD) implementation across all our generation sites & improve upon carbon neutrality through aggressive afforestation.

## Q4. Lastly, climate risks are becoming more material for power producers. How is CESC's generation business building resilience against climate impacts?

**A:** Climate resilience for us is both an operational and strategic priority. We are upgrading our infrastructure to withstand extreme weather conditions and are embedding climate risk assessments into project planning and site-level decisions. Our generation assets are also being digitised to enable predictive maintenance, reduce outages, and optimise resource use. Additionally, there has been increased focus on weather prediction & aligning operations accordingly. We are also investing heavily on improving our Environment & Social response which help mitigate climate risk up to a certain extent. Beyond these activities, following are some additional initiatives have taken in FY 24-25 to improve upon Climate Resilience:

- |   |   |
|---|---|
| a) Around 10 Lakhs M3 rainwater harvested at HEL                      | e) HEL has conducted TNFD study at site to address nature related impact. |
| b) HEL & DIL published Biodiversity policy and became members of IBBI | f) DIL has installed 10 kW solar plant.                                   |
| c) BBGS developed Butterfly garden                                    | g) DIL conducted Carbon sequestration study at site                       |
| d) DIL developed a medicinal garden                                   | We are working continuously to improve upon climate resilience measures.  |



# POWERING LIVES RESPONSIBLY

## MR. VINEET SIKKA

Managing Director, CESC Limited



**Our role is to build smart, responsive grids that can integrate variable renewable energy, support decentralised generation, and empower consumers to be part of the solution.**

**Q1. As India moves toward its net-zero goal, how do you see the role of power distribution evolving, especially in enabling green energy delivery?**

**A:** Power distribution will be the true test bed of India's net-zero journey. While generation defines the source, it is distribution that ensures clean, sustainable, and affordable energy reaches the last mile with efficiency and reliability. Our role is to build smart, resilient, and responsive grids that can seamlessly integrate variable renewable energy, support distributed resources, and empower consumers to actively participate in the energy transition by encouraging Green-tariff adoption, Demand Side management etc.

**Q3. CESC is known for its reliability, even during peak demand and extreme weather. How do you build resilience into the system?**

**A:** Resilience is a cornerstone of our network design and operations. Whether managing load surges during Kolkata's heat waves or restoring supply after cyclones like Amphan, our teams are trained for agility and rapid response. Most of our network is underground with ring main topology supported by condition-based monitoring & maintenance, ensuring high reliability and flexibility in operations. Multiple import points, a self-healing grid, RMU & LT automation and sensors across the network further strengthen restoration capability. For us, resilience is about preparedness, adaptability, and an unwavering commitment to the people we serve.

**Q2. What are some ESG-led innovations happening in CESC's distribution business?**

**A:** We are building future-ready infrastructure—smart grids for real-time demand monitoring, AI/ML-based fault detection, and AR/VR-enabled immersive technologies for operational efficiency. We have been able to manage sustained reduction in T&D loss by adoption of advanced technologies. Further, our customer centric digital initiatives have ensured world class customer services to all strata of the society. Each of these steps is anchored in our broader ESG commitments.

**Q4. Looking ahead, what is your ESG vision for distribution over the next five years?**

**A:** Our vision is to build a cleaner, smarter, and more inclusive power network. This means deeper renewable integration supported by Battery Energy Storage Systems (BESS), predictive maintenance powered by advanced analytics, and digital-first solutions like GenAI, unified BOTs, GIS, and even the Metaverse to enhance customer engagement. Ultimately, our focus is on ensuring that every unit of energy we deliver creates value—for the planet, for people, and for a sustainable future.



# VOICES THAT DRIVE CHANGE



**MR. RAJARSHI BANERJEE**

Group Chief financial Officer  
RPSG Group

Sustainability is not an abstract goal—it is deeply embedded in how we operate as a responsible utility. From energy efficiency and resource optimisation to robust safety systems and community engagement, every investment and decision we make is designed to deliver cleaner energy, stronger communities, and resilient growth. We firmly align business performance with environmental and social responsibility, ensuring that the progress we achieve today translates into long-term value and a sustainable future for generations to come.



**MR. SNEHASIS SAMADDAR**

ED Generation  
CESC Limited

At CESC Limited, our Generation business is central to our mission of delivering reliable and affordable electricity responsibly to our customers. We are continuously strengthening our generation portfolio through operational excellence, energy efficiency, and environmental stewardship. By adopting advanced technologies, optimizing heat rates and auxiliary consumption, and upgrading emission control systems, we are driving meaningful improvements in performance and sustainability.

With a clear vision for clean, efficient, and future-ready power generation, we remain dedicated to providing uninterrupted energy to every consumer while contributing to a more sustainable and equitable energy future.



**MR. SANJOY MUKHERJEE**

ED Distribution  
CESC Limited

At CESC Limited, our Distribution business is at the heart of our promise to deliver continuous and reliable electricity to over 4.7 lakh customers. We are committed to enhancing energy access and reducing transmission and distribution (T&D) losses through smart infrastructure, proactive maintenance, and customer-centric operations.

By strengthening our grid, deploying advanced metering systems, and improving last-mile connectivity, we ensure uninterrupted power supply that supports homes, businesses, and essential services. Our focus on operational efficiency and service excellence helps us meet growing demand while maintaining high reliability standards.

We believe energy access is a key enabler of sustainable development. Our efforts align with global goals to ensure affordable, reliable, and modern energy for all.



**MR. SUBIR VERMA**

CHRO  
CESC Limited

At CESC Limited, our people are at the heart of everything we do. We are committed to fostering a workplace built on trust, inclusion, and continuous growth, where every employee can realise their potential.

Through talent development, employee well-being, diversity and engagement, we strive to create an empowered workforce that drives our success. Our focus is to nurture a resilient and future-ready organisation while delivering value to our employees, communities, and stakeholders.





### MR. SANDEEP KASHYAP

CEO  
Purvah Green Power Private Limited

Renewables are no longer just an option—they are central to sustainability and India’s energy future. At Purvah Green, we are breaking ground in solar, wind, and storage, creating systems that are cleaner, more accessible, and future-ready. Transparent practices and responsible governance are central to how we operate, because true progress must inspire trust. Our mission is to carry forward CESC’s legacy while reshaping the energy landscape with innovation and responsibility.



### MR. P. R. KUMAR

MD & CEO  
Noida Power Company Ltd. (NPCL)

At NPCL, a proud subsidiary of CESC, sustainability is not just a commitment - it is integral to how we power one of India’s fastest-growing region. Guided by CESC’s ESG vision, we are investing in smart grids, digital solutions, and resilient infrastructure to deliver reliable, transparent, and efficient services to our consumers. For us, trust is earned through responsible governance, accountable operations, and meaningful engagement with all stakeholders. Our endeavour is to show how ESG principles can create tangible impact: enhanced service quality, stronger and more inclusive communities, and a future-ready energy ecosystem.



### MR. SHRIPRAKASH JOSHI

CEO  
CESC Rajasthan

At CESC Rajasthan, we believe in supplying reliable & quality power to our area of operations, while a niche customer service values. We are modernizing our electricity distribution infrastructure, embedding digital technologies, and improving efficiency to reduce losses and environmental impact. Our commitments include reduction in carbon intensity by reduction in supply interruptions, complying with evolving regulations, and supporting renewable integration. Guided by transparency and stakeholder trust, we remain focused on powering growth sustainably while building resilient distribution infrastructure for communities, we operate in.



### MR. SAKET SAH

RPSG Group Head -Environment, Social & Governance

At CESC Limited, ESG is integral to how we create long-term value and define responsible growth. Our commitment spans clean energy, resource efficiency, community development, and strong governance practices that ensure transparency and accountability. By integrating sustainability into our operations and investments, we are building resilience and driving inclusive progress. Our focus remains on shaping a sustainable future while continuing to deliver reliable, affordable, and responsible power to every community we serve.



# KEY PERFORMANCE HIGHLIGHTS IN FY 2025





**CESC leads the way in sustainability — Haldia Energy bags the prestigious CII-ITC Award 2024.**

## FINANCIAL HIGHLIGHTS



**17,375 INR crores**

Gross income with 11.8% increase from previous year



**4,311 INR crores**

EBITDA with 4.3% increase from previous year



**1,428 INR crores**

Profit After Tax



**12,604 INR crores**

Net Worth



**10.32 INR**

Earnings per share

## OPERATIONAL HIGHLIGHTS



**91%**

PLF in HEL and 84% in BBGS benchmarked load factor across all India PLF



**2,140 MW**

Installed capacity



**18 MW**

Installed RE capacity with 3200 MW planned by Mar-29



**15,635 MU**

Electricity Generated



**7.50%**

Average auxiliary power consumption with >9% APC for 2 consecutive years in a row



**4.7 millions**

Customers served 6% increase from previous year



**1,454 sq. kms**

Distribution area covered 8% increase from previous year



**19,102 MU**

Consolidated sales 7% increase from previous year



**~100%**

Collection efficiency benchmarked efficiency across industry



**6.49%**

T&D loss in CESC Kolkata lowest ever T&D loss recorded



## ENVIRONMENT HIGHLIGHTS



**9.65  
GJ/MWh**  
of energy intensity



**100%**  
Zero liquid  
discharge in 3  
out of 5 thermal  
power plants



**Maintained**  
Stack air emissions  
well below normative  
levels



**34%**  
Increase in rainwater  
harvesting equal to  
annual consumption  
of ~250 persons



**0.93 tCO<sub>2</sub> /  
MWh**  
of GHG emission  
intensity



**100%**  
Ash utilisation  
maintained for  
4 consecutive  
years in a row



**29**  
Certified green  
buildings with addition  
of a building this year



**6 acres**  
Urban forestry  
through Miyawaki  
technique and  
biodiversity park



**2 kL/MWh**  
of specific water  
consumption, well  
below industry  
benchmark of 2.5 kL/  
MWh



**1,51,702**  
Native plantations  
via Miyawaki  
technique and  
biodiversity park

## SOCIAL HIGHLIGHTS



**5<sup>th</sup>**  
Consecutive year of  
being awarded 'Great  
Place to Work'



**100%**  
Retention rate  
after availing and  
returning from  
maternity leave



**5%**  
Hiring rate  
2% increase from  
previous year



**Zero**  
Fatality and high  
consequences injuries in  
permanent workforce for  
3 consecutive years  
in a row



**9%**  
Female diversity in  
workforce with y-o-y  
increase since 2021



**1.46**  
LTIFR  
(Lost Time Injury  
Frequency Rate)



**100%**  
Employees undergo  
mandatory annual  
POSH training



**28%**  
Increase in CSR  
beneficiaries  
with 4.38 lakhs people  
positively impacted



**12.90**  
Average hours  
of training per  
employee in FY  
2025



**~90%**  
Adherence to Turn  
Around Time (TAT) for  
consumer complaints  
for 2 consecutive  
years in a row

## GOVERNANCE HIGHLIGHTS



**50%**  
Independent  
directors



**Zero**  
Complaints on  
marketing information  
related to products /  
services



**1**  
Woman director



**Zero**  
Whistle blowing  
complaints reported



**80%**  
Non-executive  
director



**~91%**  
New connection  
(LOOP Connection)  
requests fulfilled  
within 24 hours  
subject to compliance



Acquired **100%**  
stake in Chandigarh  
Power Distribution  
Limited (CDPL) w.e.f.  
01 Feb 2025



**1.1 crores**  
People reached  
through Brand  
Campaigns



**Zero**  
Instances of data  
breach reported in  
FY 2025



**2.7 lakhs**  
Immediate download  
of redesigned mobile  
application of CESC



# ABOUT THE COMPANY



Established in 1899 and headquartered in Kolkata, CESC is one of India’s pioneering utility companies with a strong presence in power generation and distribution. We are a part of the RP-Sanjiv Goenka Group, one of India's fastest-growing conglomerates. CESC is a publicly listed entity traded on the Bombay Stock Exchange (BSE) and National Stock Exchange (NSE).



### Thermal power generation

Five thermal power plants with an installed capacity of 2,140 MW across India. BBGS and HEL rank among the country’s top-performing power plants for efficiency and reliability.

### Renewable power generation

Crescent Power’s 18 MW solar plant in Ramnad and the planned Purvah Green platform aim to deliver 3.2 GW by FY29 in Phase 1 and an overall capacity of 10 GW by the end of Phase 2.

### Distribution

CESC’s supply ~4.4 GW of electricity to 4.7 million customers covering 1,454 sq. km. Additionally, Chandigarh Power Distribution Ltd. (CPDL) became part of CESC’s distribution portfolio effective from 01st Feb 2025, CPDL is the sole electricity distributor in the Union Territory of Chandigarh.



### Our Vision

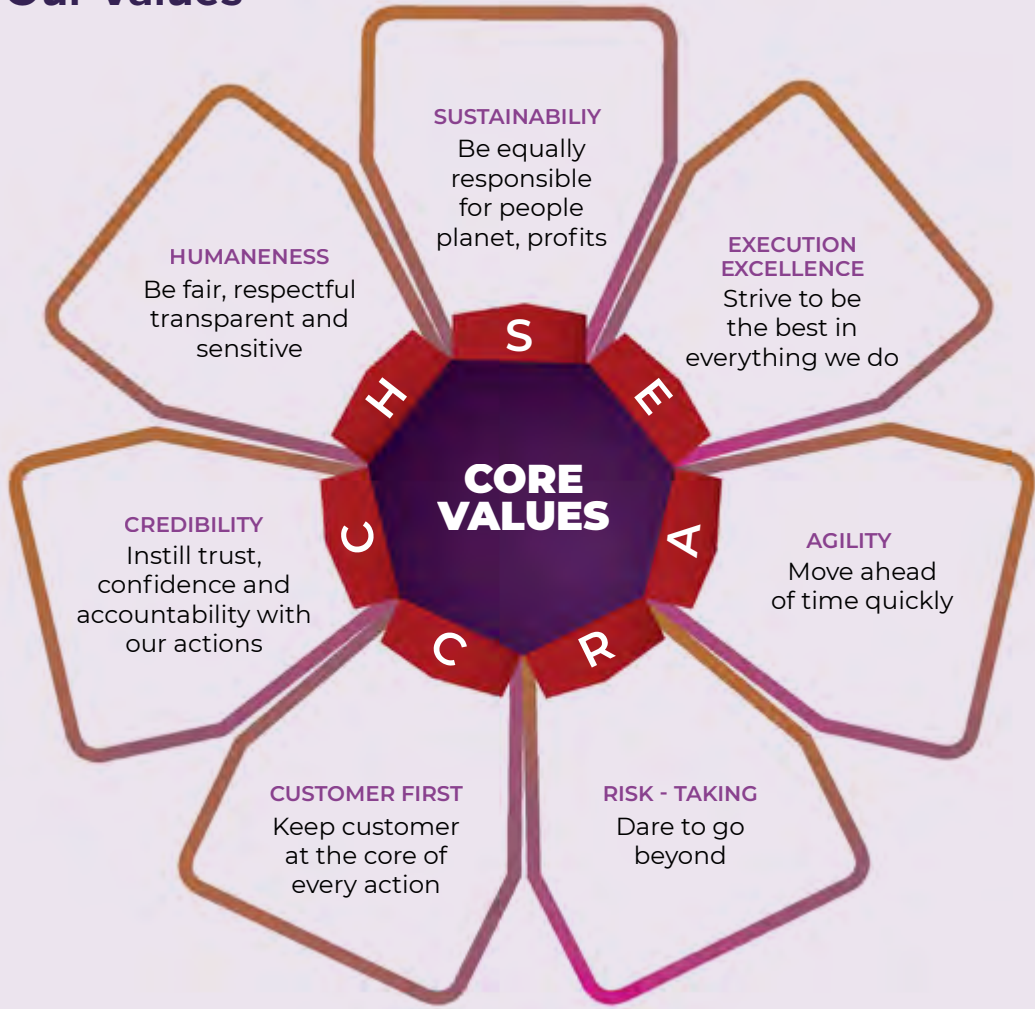
We will be a profitable, consumer-oriented power utility consistent with global standards, meeting the expectations of consumers, employees, and other stakeholders.



### Our Mission

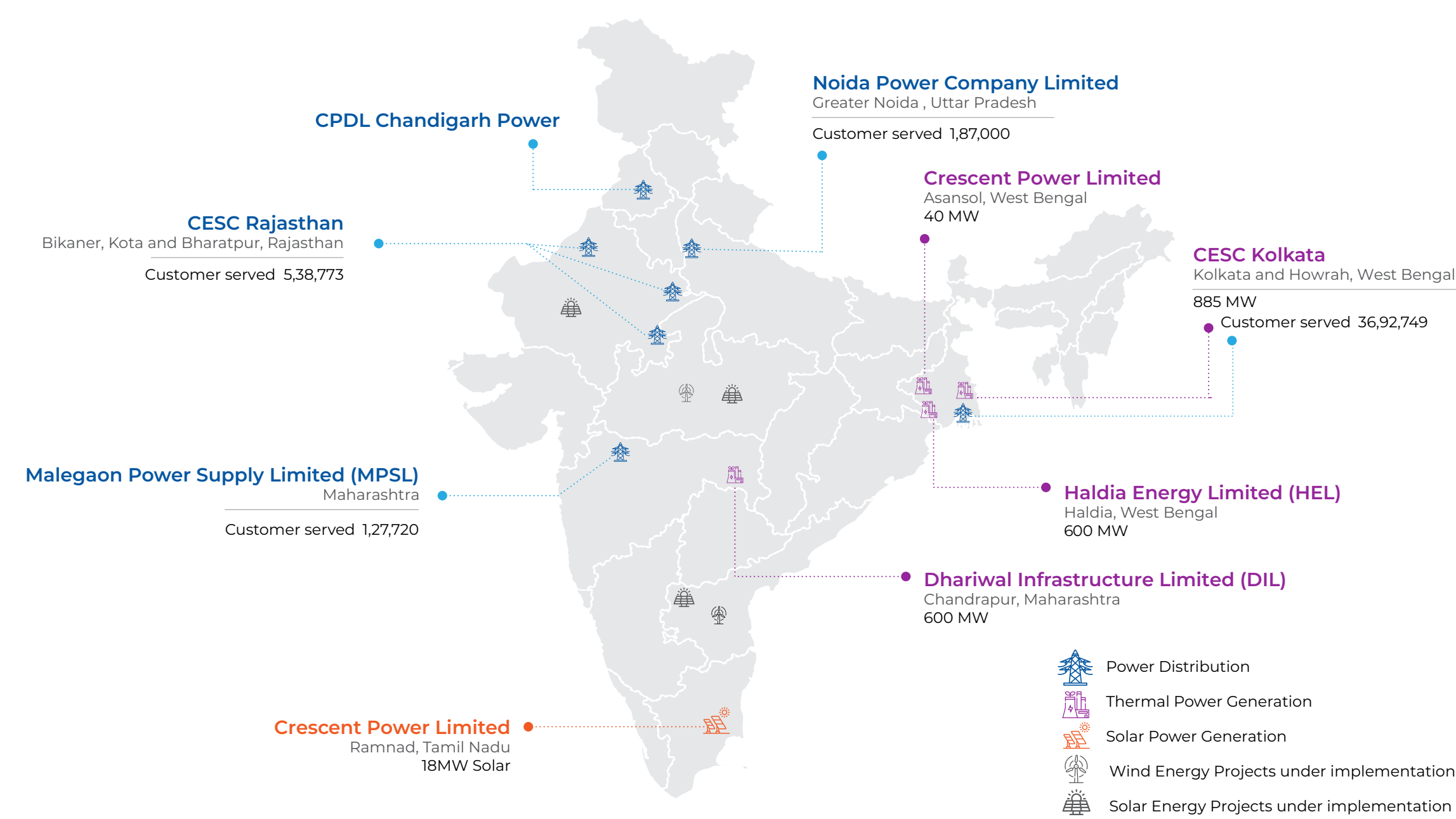
We will continuously meet consumer expectations by providing safe, reliable, and economical electricity through optimisation of available resources.

### Our Values

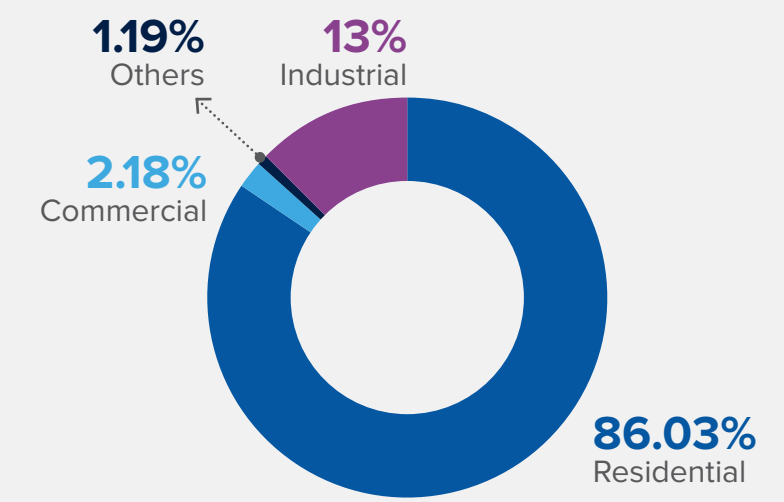




Our footprint



Consumer profile



4.7 millions  
Total Customers

Our sites are certified with:



All generation sites are covered under the above certifications, with the exception of Crescent Power Limited, which is certified under ISO 9001, ISO 14001, ISO 45001, and ISO 50001.



# AWARDS AND RECOGNITIONS



## Generation

### BBGS



Won the **Global Sustainability Award 2024** for Carbon Footprint Reduction from GEEF



Platinum Award at the **18<sup>th</sup> ICC Environment Excellence Awards 2024**



3<sup>rd</sup> - **CEE 2<sup>nd</sup> National Power-gen Leadership Awards 2024**



### SGS



Received the **18<sup>th</sup> ICC Environment Excellence GOLD Award**



Won the **CII ENCON Award** with a prestigious 4.5-star rated certificate

### HEL



Winner of the **Water Transversality Global Awards 2024** under Rainwater Harvesting and Ground Water Management category



**CII and ITC Excellence in Biodiversity Conservation Award** for 2024



**Green India Award** from Indian Exhibition Services, New Delhi

### DIL



**CEE 2<sup>nd</sup> National Power-Gen Water Award 2024**



**National Energy Efficiency Award 2024** by Council of Environmental Excellence

### Purvah Green



Recognised as "**Project Developer of the Year**" at Suryacon

## Distribution

### CESC Kolkata



Winner at **IPPAI Power Awards-2025**



**Best Performing Power Distribution Utility** by Central Board of Irrigation and Power (CBIP)



Winner – **Excellence in Customer Service (Distribution Sector)** at the 6<sup>th</sup> Annual ASSOCHAM Excellence Awards 2025



**Best Performing DISCOM – City Base and Outstanding Achievement in Consumer Awareness** at the IPPAI Power Awards

### NPCL



NPCL Ranked 3<sup>rd</sup> **Best Power Distribution Utility in India** by the Ministry of Power



Won Gold award in 9<sup>th</sup> edition of **Annual HSE Excellence & ESG Global Awards 2024 (OHSSAI)**

## Others

### Corporate / People Practices



CESC certified as a **"Great Place to Work"** for the 5<sup>th</sup> consecutive year



CESC won the **"Leadership in HR Excellence and Sustained Excellence"** award at the 16<sup>th</sup> CII National HR Excellence Awards.

### CSR



CESC Kolkata is the winner at the **7<sup>th</sup> ICC Social Impact Awards, 2024**



HEL – **CSR & Sustainability Award 2025** (Rural Development & Infrastructure, Corporate Sector) at Mission Bikasit Bharat, New Delhi

### Governance



CESC Kolkata Credit Rating: **AA (Long Term – High Safety), A1+ (Short Term – Highest Safety)**



NPCL – **A+ rating for 4<sup>th</sup> consecutive year** in national DISCOM rankings



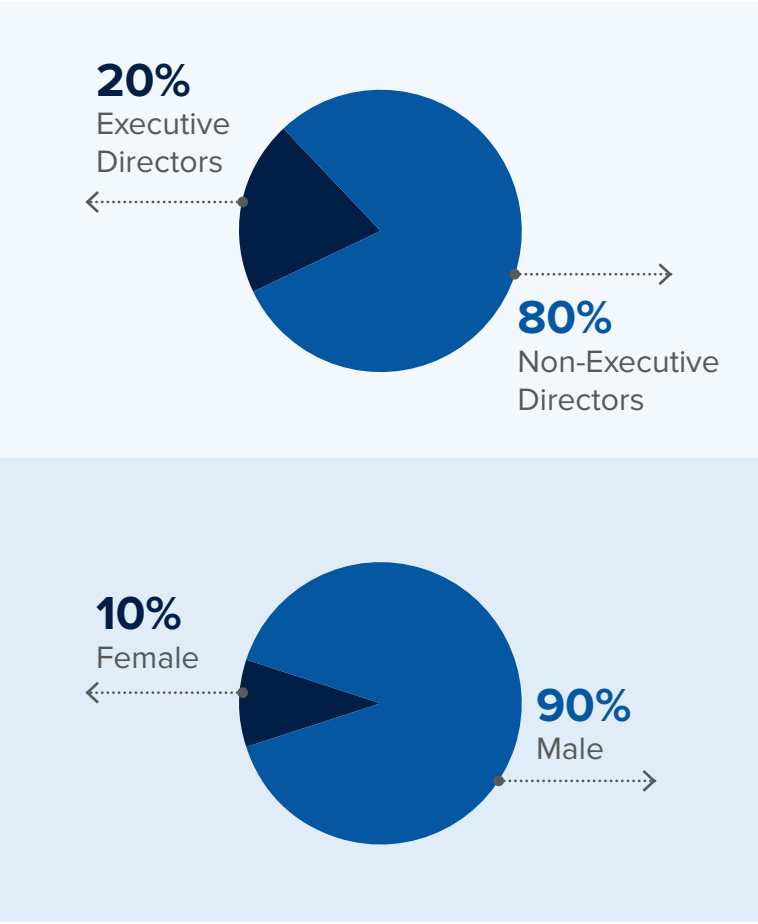
# CORPORATE GOVERNANCE





Corporate Governance

We conduct our business responsibly, adhering to the laws, regulations, customs, and priorities of every market in which we operate. Our governance framework is rooted in ethics, transparency, and integrity—principles that guide both management and the Board of Directors. The company is steered by a 10-member Board, comprising 2 executive and 8 non-executive directors, constituted in accordance with the Companies Act, 2013, and SEBI’s Listing Obligations and Disclosure Requirements, 2015. Chaired by Dr. Sanjiv Goenka, the Board provides oversight on strategy, financial prudence, risk management, and compliance. With their diverse skills and experience, the directors guide the company towards sustainable growth and value creation for all stakeholders.



Board of Directors

**Sanjiv Goenka**  
Chairman

**Shaswat Goenka**  
Vice-Chairman

**Pradip Kumar Khaitan**  
Non-Executive, Non-Independent Director

**Kusum Dadoo**  
Independent Director

**Sunil Mitra**  
Independent Director

**Debanjan Mondal**  
Independent Director

**Arjun Kumar**  
Independent Director

**Paras Kumar Chowdhury**  
Independent Director

**Vineet Sikka**  
Managing Director (Distribution)

**Brajesh Singh**  
Managing Director (Generation)

The Board operates in accordance with well-defined, documented policies covering the selection and appointment of members, management and disclosure of conflicts of interest, communication of critical concerns to the appropriate authority, performance evaluation, and determination of remuneration. To ensure effectiveness and alignment with the Company’s strategic objectives, all Board members participate in structured induction and ongoing familiarisation programs, equipping them with a thorough understanding of the Company’s operations, governance framework, and ESG priorities.

Board committees

The board is assisted in executing its responsibilities by five dedicated committees that oversee various aspects of our business. These include:

Audit committee

Nomination and remuneration committee

Risk management committee

Corporate social responsibility committee

Stakeholders' relationship committee

To know more about our board of directors and its functioning, refer to the corporate governance section of our Annual Report for FY 2025.



## ESG Governance

CESC acknowledges the need to address environmental challenges and reduce its ecological footprint. As part of our commitment to sustainable operations, CESC firmly believes in maintaining the highest standards of governance and ethical behaviour across all its operations and value chain.



Supported by policies covering environmental sustainability, energy management, biodiversity conservation, stakeholder engagement, and ethical corporate practices.

### Code of conduct

A structured code of business conduct and ethics serves as a fundamental framework for ethical decision-making and responsible corporate behaviour and applies to the board of directors, executive directors, senior management officers, and all other employees. The board or an authorised committee addresses any questions or interpretations related to the code.

### Anti-bribery and anti-corruption policy

CESC's anti-bribery and anti-corruption policy prohibits bribery, corruption, harassment, discrimination, and insider trading. Regular training helps prevent violations, and a whistleblower policy enables confidential reporting without fear of retaliation. The company secretary and compliance office implement the policy and monitor adherence. To learn more about our policies, log on to <https://www.cesc.co.in/policies>.

### In FY 2025



### ZERO

incidents of bribery, corruption, or violations of the Code were reported during the year.





## Risk Management Framework

We operate in a dynamic environment influenced by regulatory changes, technological advancements, market volatility, and environmental factors. We use a comprehensive risk management framework to identify and mitigate risks, ensure business continuity, financial stability, and compliance. A structured approach helps us identify, assess, and mitigate potential risks across our business operations. This includes :

- Risk Identification**  
Systematic assessment operational, financial, regulatory, environmental, and technological risks, both internal and external.
- Risk Analysis**  
Identified risks are analysed based on their likelihood, impact, and severity to prioritise response strategies and allocate resources.
- Risk Mitigation Plan**  
Targeted action plans to minimise risk exposure, including preventive measures, contingency planning, and infrastructure upgrades.
- Risk Monitoring**  
Continuous monitoring of risk through real-time data analytics, performance tracking, and compliance checks.
- Controls & Risk Management**  
Ensure risk control measures are implemented, reviewed, and refined to strengthen resilience and operational efficiency.

The Board’s Risk Management Committee oversees the risk framework, including identification, mitigation, policy review, and governance updates. The Audit Committee provides additional oversight on financial risks and internal controls. To access our risk-opportunity matrix, refer to the CESC Annual Report FY 2025.

## Compliance Management Systems

Our Compliance Management System (CMS) tracks evolving regulations and ESG obligations and also ensure timely and accurate disclosures, including financial returns, ESG reports, BRSR filings, and employee benefit submissions, in line with local, national, and international standards such as the UN Global Compact. The Legal Head and Company Secretary oversee its implementation, and we regularly benchmark the system to drive continuous improvement.

### CESC's compliance pillars

- Rules**
- Standards**
- Governance**
- Regulations**
- Transparency**
- Policies**
- Law**
- Requirements**



**Zero**  
incidents of non-compliance, fines and penalties during the year.

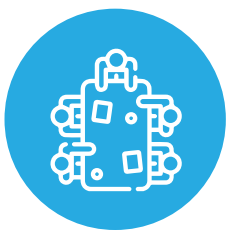
**Review & reports**  
We ensure accurate disclosures through strong internal controls, digital systems backed by validation checks to boost data reliability and transparency.



**Review & Audits:**  
Internal auditors and external auditors assess systems, controls, and disclosures to ensure process effectiveness and compliance with legal and reporting standards.



**Implementation:**  
Compliance software enables systematic monitoring and follow-up on legal obligations.



**Board Oversight:**  
Compliance reports are regularly reviewed at the Board level to ensure regulatory adherence.





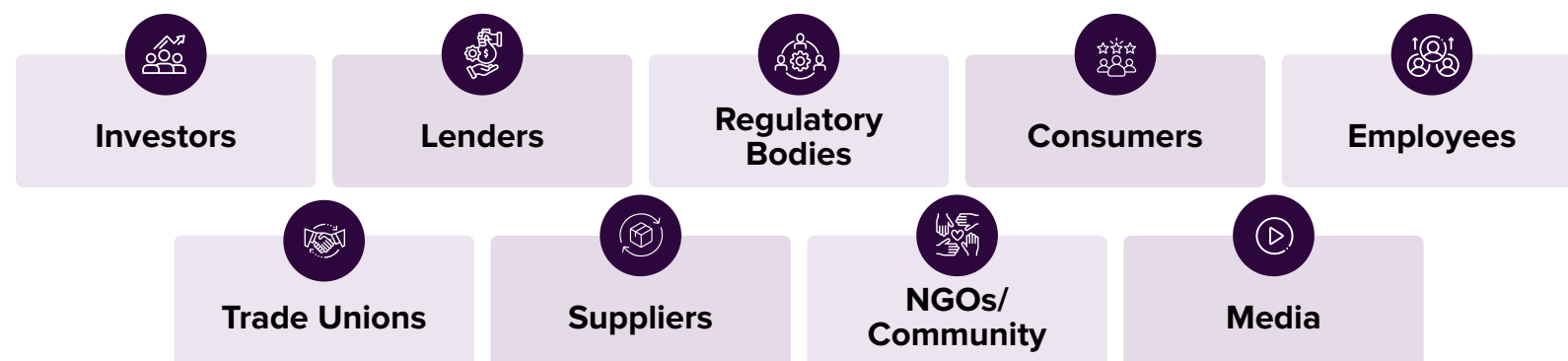
# OUR SUSTAINABILITY FRAMEWORK



## STAKEHOLDER ENGAGEMENT

Engaging with our stakeholders helps us understand their needs and expectations and align our business and sustainability priorities to address them. We identify key stakeholder groups by considering factors such as dependency, immediacy, accountability, vulnerability, and influence.

## CESC stakeholder groups



# MATERIALITY ASSESSMENT

Material topics are the key risks and opportunities that impact our ability to create economic, environmental, and social value for stakeholders. Using a three-pronged approach, we identified these topics as the foundation of our Integrated Value Creation Model, guiding how we create and preserve value across all capitals.

Our three-pronged approach for conducting materiality assessment include:



## List of material topics and supporting policies

Pillar	Material Topics	Supporting Policies
Environment	MT 1 Climate change management	• Sustainability Policy
	MT 2 Water	• Biodiversity Policy
	MT 3 Waste & circularity	• Energy Carbon Policy
	MT 4 Biodiversity management	• Environment Policy
		• Waste Management Policy
		• Water Stewardship Policy
Social	MT 5 Community development	• Employee Welfare Policy
	MT 6 Employee welfare	• POSH Policy
	MT 7 Occupational health & safety	• Inclusive Growth and Equitable Development
	MT 8 Customer focus	• Occupational Health and Safety
	MT 9 Responsible supply chain	• Customer Policy
	MT 11 Data privacy and cyber security	• Product Stewardship Policy
		• CSR Policy
Governance	MT 10 Corporate governance	• Code of Conduct
	MT 11 Data privacy and cyber security	• Ethics, Transparency and Accountability
	MT 12 Innovation and digitisation	• Anti-Bribery, Anti-Corruption Policy
		• Whistleblower Policy
		• Public Advocacy Policy
		• Stakeholder Engagement Policy
		• Remuneration Policy
		• Insider Trading Prohibition Code
		• Dividend Distribution Policy
		• Preservation of Material Documents and Material Events
		• Policy on Material Subsidiary
		• Familiarisation Programme of Independent Directors
		• Related Parties Policy

Please refer to the annexure for a detailed view of our stakeholder engagement matrix and actions we are taking to address our material topics.





# SUSTAINABLE VALUE CREATION MODEL







# FINANCIAL CAPITAL

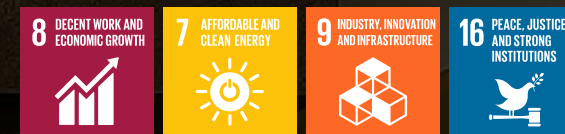


Our strong financial foundation enables purposeful investment in infrastructure, technology, and sustainability, delivering consistent value to stakeholders, through reliable power and responsible growth.

Material topics covered in the section

Corporate Governance

Contribution to UN SDGs





Key highlights FY 2025

Total Income  
**INR 17,375 crores**

EBITDA  
**INR 4,311 crores**

Profit After Tax  
**INR 1,428 crores**

EPS  
**INR 10.32**

In FY 2025, CESC recorded consolidated revenues of ₹17,375 crores, reflecting the resilience of our business amidst a dynamic operating environment. EBITDA grew by 4.3% year-on-year to ₹4,311 crores from ₹4,134 crores in the previous year, indicating sustained margin strength despite input cost pressures. This improvement highlights the impact of disciplined cost management, optimisation of operating expenses, and efficiency gains across generation and distribution. Net cash flow from operating activities strengthened significantly to ₹1,821.26 crores, compared to ₹1,038.62 crores in FY 2024, driven by prudent cost management, disciplined working capital practices, and steady demand growth across our distribution areas.

Ensuring uninterrupted and reliable power supply while maintaining superior service standards remained our core priority. During the year, we focused on unlocking value through productivity enhancements and optimising both operating and capital expenditure. Key initiatives included process standardisation, deployment of AI/ML and advanced analytics for real-time decision-making in Generation, and resource optimisation across Distribution. At the same time, we advanced several customer-centric initiatives such as the roll-out of a cloud-based IVR system, use of Generative AI in social media response mechanisms, and the launch of a unique rewards programme to encourage digital engagement and self-service behaviour. These efforts collectively strengthened operational resilience, enhanced consumer experience, and supported revenue growth.

Capital Allocation and Financial Resilience

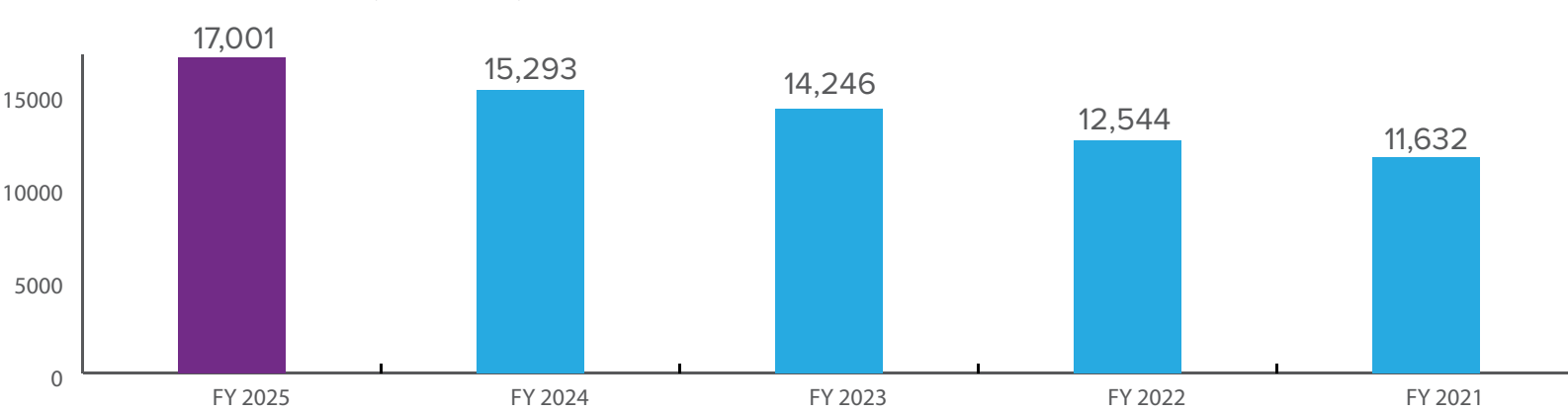
Building on operational performance, CESC continues to pursue a disciplined capital allocation strategy that balances growth investments with financial resilience. Our priorities remain strengthening the distribution network, modernising generation assets, and accelerating the transition to cleaner energy. As part of this strategy, we have outlined plans to add 3.2 GW by FY29 in Phase 1 and an overall capacity of 10 GW by the end of Phase 2. The integration of Chandigarh operations from February 2025 further reinforces our regulated distribution footprint, adding ~2.4 lakhs consumers and ~1,700 MU of annual electricity sales, thereby enhancing long-term demand visibility.

On the balance sheet, prudent leverage and strong cash generation underpin these investments. The debt–equity ratio stood at 1.17x in FY 2025, compared to 0.96x in the previous year, reflecting calibrated use of borrowings to support growth. Importantly, debt service capability improved, with the Debt Service Coverage Ratio rising to 1.32x, underscoring the Company’s capacity to comfortably meet its obligations.

Credit Rating

Facility Type	Rating	Rating Agency
Long-term Bank facilities	CARE AA; Negative (Double A; Outlook: Negative)	CARE Ratings Limited
Short-term Bank Facilities	CARE A1 + (A One Plus)	
Non-Convertible Debenture	CARE AA; Negative (Double A; Outlook: Negative)	
Commercial Paper	CARE A1 + (A One Plus)	ICRA Limited
Commercial Paper	[ICRA] A1+	

Revenue from operations (INR Crore)







## Shareholder Value Creation

Our strong financial trajectory reinforces the trust of our shareholders. Consolidated revenue increased by 12% in FY 2025 compared to FY 2024. This growth translates into enhanced confidence that our operations are not only growing in scale but also delivering value in a balanced and sustainable manner.

For shareholders, this performance has been reflected in tangible returns. Return on Equity improved from 7.81% in FY2024 to 8.09% in FY2025, highlighting our ability to generate higher earnings on invested capital. Return on Investment stood at 6.80%, supported by disciplined capital allocation and a long-term focus on efficiency. Additionally, we declared a dividend of

₹4.5 per share in FY2025, reaffirming our commitment to reward shareholders while maintaining adequate resources for future growth.

Looking ahead, our ongoing initiative, Param Sankalp – Raising the Bar of Excellence, embodies our medium to long-term value creation roadmap. By adopting a “run–repair–replace” strategy, we are systematically enhancing the operational life of assets and unlocking efficiency gains across ageing fleets. This structured approach will not only improve returns over multiple years but also strengthen the company’s ability to sustain value creation for shareholders in a dynamic energy landscape.

## Climate Considerations in Financial Planning

The accelerating global and national focus on climate change has heightened regulatory expectations, investor scrutiny, and the urgency to build low-carbon business models. As a responsible power utility, CESC views the energy transition not only as an environmental imperative but also as a strategic opportunity to strengthen long-term financial resilience and unlock sustainable value.

Through its subsidiary Purvah Green Power Private

Limited and its step-down subsidiaries, the Company is implementing a cumulative 1,200 MW of renewable capacity across key locations, including a 300 MW solar project at Bhadla (Rajasthan), a 450 MW hybrid project in Mandsaur (Madhya Pradesh), and another 450 MW hybrid project spanning Bikaner (Rajasthan) and Ananthapuram (Andhra Pradesh). Importantly, transmission connectivity has already been secured for these projects, ensuring timely commissioning and revenue visibility.

By embedding climate considerations into financial planning and capital allocation, the Company is positioning itself for sustainable growth, improved cost efficiency, and enhanced investor confidence — while remaining aligned with India’s Net Zero 2070 commitment.



**2,600 acres of land acquired & 8,000+ acres of land parcels under evaluations and various stages of acquisition**

### Financial Capital I

**Going Forward : We are committed to scaling up our renewable energy portfolio, with clear milestones set for both Phase 1 and Phase 2 of our capacity expansion. In parallel, we will continue to drive operational efficiencies in our generation business through technology upgrades, cost optimization, and disciplined asset management. On the distribution side, our focus remains on improving network reliability, digital integration, and customer-centric solutions, ensuring sustainable growth across**

**regulated operations. These strategic priorities, coupled with our emphasis on financial discipline, are expected to strengthen our revenue base, improve margins, and enhance shareholder returns. While external risks such as regulatory changes, fuel price volatility, and climatic variability may pose challenges, we are confident that our forward-looking strategy, robust governance, and stakeholder engagement will position us to deliver stronger financial outcomes and long-term value creation.**



# MANUFACTURED CAPITAL



As one of India's leading integrated power utilities, we strengthen our manufactured capital through strategic investments in infrastructure expansion, asset development, and predictive maintenance enabling reliable, round-the-clock energy delivery and driving sustainable, scalable growth.

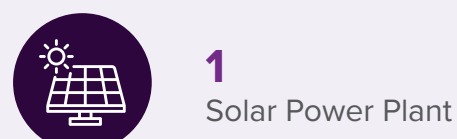
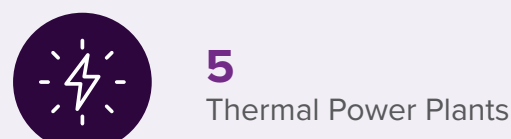
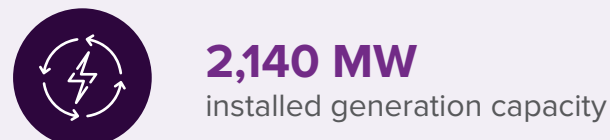
## Contribution to UN SDGs



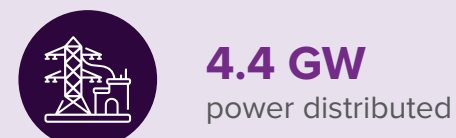


## Key highlights FY 2025

## Generation



## Distribution



## Power Generation

Our generation capabilities include thermal and coal-based power plants which are powered through a mix of fuel sources, including linkages with Coal India, captive coal mines, and e-auctions. We are also expanding our regional Power Purchase Agreements to meet growing power demand across our distribution areas.

**BBGS TPP – Installed Capacity: 750 MW\***



Budge Budge generating station (BBGS), with an installed capacity of 750 MW (3×250 MW) and a PLF of 84%, supplies power to CESC Kolkata. The plant operates on a mix of CIL linkage, coal mine sourcing, and e-auction coal, generating 5,489 Million Units (MUs) of electricity in FY 2025.

**SGS TPP – Installed Capacity: 135 MW\***



Southern Generating Station (SGS), with an installed capacity of 135 MW (2×67.5 MW) supplies power to CESC Kolkata. Using coal from CIL linkage and e-auction, the plant generated 439 MUs of electricity during FY 2025.

## HEL TPP – Installed Capacity: 600 MW



Haldia Energy Limited (HEL), with an installed capacity of 600 MW (2×300 MW) and a PLF of 91%, caters to CESC Kolkata. It relies on CIL linkage and e-auction coal as fuel sources. During the year, HEL generated 4,790 MUs of electricity during the year

**DIL TPP – Installed Capacity: 600 MW**



Dhariwal Infrastructure Limited (DIL), with an installed capacity of 600 MW (2×300 MW) and a PLF of 87%, supplies power under long- and medium-term Power

Purchase Agreements (PPAs), with total generation reaching 4,589 MU during the year.

**CPL TPP – Installed Capacity: 40 MW**



Crescent Power Limited (CPL), with an installed capacity of 40 MW and a PLF of 94%, operates primarily on coal washery rejects. It supplies power through short-term competitive arrangements and achieved a generation of 328 MUs of electricity in FY 2025.

## Green energy generation capabilities

In FY 2025, significant strides were made in expanding green energy generation capabilities under the Purvah Green platform. Phase-1 targets a renewable capacity of 3.2 GW by FY29, with a long-term goal of 10 GW in Phase-2. Connectivity applications totalling 6.3 GW have been submitted, with 3.5 GW already receiving in-principle approvals across high wind and solar potential states including Gujarat, Madhya Pradesh, Rajasthan, Andhra Pradesh, and Karnataka. Strategic EPC partnerships with Inox, Suzlon, and Ecoren are enabling the execution of 3,295 MW of wind projects, supported by land acquisition efforts—2,600 acres secured and 8,000+ acres under evaluation. Multiple sites are under assessment for generation potential and CUF optimization. The platform is now ready to participate in various bid formats including solar, wind, hybrid, FDRE, and battery storage.

\* BBGS & SGS are two standalone generating stations

■ Share of Installed capacity in FY 2025



## Power Distribution

We strive to deliver reliable, high-quality power through a distribution network that is tailored to meet specific load requirements across West Bengal, Delhi NCR, Uttar Pradesh, Maharashtra, Rajasthan and Chandigarh. Our focus on maintaining resilient infrastructure helps minimise T&D losses and ensure reliable and quality power supply across our distribution business.

## Kolkata Distribution



Serving over 3.6 million consumers across 567 sq. km, Kolkata is the largest distribution area with a peak load exceeding 2,700 MW. It sold 11,857 MUs of electricity in FY 2025. With a low T&D loss of 6.49% reflecting its commitment to operational efficiency year on year.

## Noida Distribution



Covering 335 sq. km, NPCL serves 1.87 lakhs consumers with a peak load of over 770 MW. It sold 3,598 MUs of electricity. A

T&D loss of 7.48% indicates strong performance in a rapidly growing urban region.

## Rajasthan Distribution Franchise



Spanning 381 sq. km, CESC Rajasthan serves 5.4 lakhs consumers and handles a peak load of over 666 MW. It sold 2,464 MUs of electricity. With efforts underway to enhance grid performance and reduce losses.

## Malegaon Distribution Franchise



Covering 57 sq. km, MPSL supports 1.3 lakhs consumers

with a peak load of over 200 MW. It sold 836 MUs of electricity. MPSL continues to focus on infrastructure upgrades and loss reduction strategies.

### Chandigarh Distribution



Additionally, we have recently expanded our operation by including Chandigarh Distribution, Operating over 114 sq. km, Chandigarh caters to 2.4 lakhs consumers with a peak load of over 450 MW. It sold 221 MUs of electricity during the year. With the focus remaining on improving network efficiency and reliability.

 Customers served

achieved their lowest-ever T&D losses in FY 2024–25 at 6.49% and 7.48%, respectively.

## Theft and illegal load detection

Electricity theft and unauthorized load can strain the grid and reduce reliability. At our licensed distribution NPCL, we used smart meter event data analytics to detect anomalies indicating tampering or illegal usage. This led to the increased identification of theft cases, involving 1.319 MW of illegal load.

## Crisis preparedness at CESC

At CESC , we maintain a 24x7 crisis management team with structured SOPs and a three-tier disaster response system throughout our distribution business. We are always prepared for peak demand periods such as festivities like Durga Puja, where the power demand of the state and around increases drastically. We ensure safe and reliable supply through proactive planning and load management.

## Case study of Chakmir Floating Solar M-Grid

*The Chakmir M-grid showcases innovation in distributed energy. It hosts a 100 kWp floating solar system and a 218 kWh Battery Energy Storage System (BESS), with an additional 315 kWh BESS at the East Kolkata substation. These systems store excess solar energy, stabilize the grid, and ensure continuous supply. The project has reduced grid dependency, enhanced energy access, and demonstrated the potential of clean, localized power solutions.*



## Implementation of localised M-grids

Microgrids (M-grids) are decentralized energy systems that integrate local renewable sources and storage, operating independently or with the main grid. We have implemented M-grids accross out distribution to enhance grid flexibility, reduce transmission losses, and also ensure uninterrupted power during disruptions.



*At CESC Limited, we drive distribution excellence through innovation, resilience, and proactive operations. By leveraging smart grids, predictive analytics, and robust infrastructure, we minimize loss and enhance reliability for our customers. Our focus on operational readiness and rapid response ensures uninterrupted electricity for our customers. We are committed to empowering communities, supporting sustainable development, and delivering energy that is not only reliable but also efficient, affordable, and future-ready.*

**Mr. Avijit Ghosh,**  
*ED Distribution, CESC Ltd.*





# INTELLECTUAL CAPITAL



At CESC, we are driven by innovation, R&D, and the collective knowledge of our people which empowers us to deliver reliable, responsible power today while shaping a greener, efficient, and sustainable future tomorrow.

## Material topics covered in the section

Data privacy and cyber security

Innovation and digitisation

## Contribution to UN SDGs





Key highlights FY 2025

**16**  
Patents filed

**5**  
Patents Granted

**Zero**  
incidents of data privacy breach

**Cybersecurity assessment**  
completed across all generation and distribution facilities

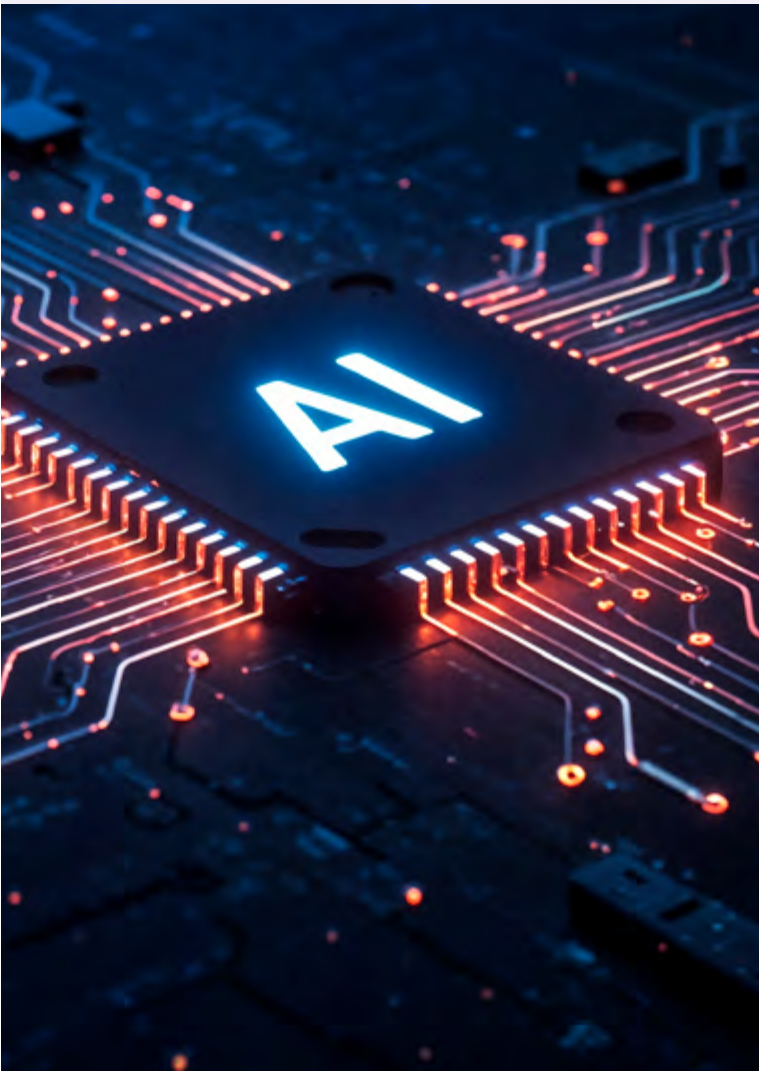
**ISO 27001**  
Certified sites

**Dedicated R&D team**  
for generation and distribution operations

**IOT and AI**  
enabled R&D for process optimisation

Innovation Management

We have built a strong foundation of intellectual capital, encompassing our research and development capabilities, the collective knowledge of our people and intangible assets that represent our innovation capabilities. These include patents, software, licenses, and other critical assets that are playing a pivotal role in our transition to a future powered by greener energy while delivering superior and safe stakeholder experiences today. A structured framework guides our efforts, aligning innovation with both our business goals and sustainability mission.



Innovation management approach



Digitalisation

We are adopting Industry 4.0 technologies to run smarter operations, leveraging IoT sensors and AI-driven automation, to AR/VR tools and cloud systems.

Digitalisation in generation business

**Thermal Monitoring for pan-tilt motors**  
Thermal cameras mounted on pan-tilt motors across generation stations offer automated, wide-area scans for hotspots and potential equipment faults.

**Simplifying green energy integration**  
A user-friendly interface on the CESC website makes it easier for customers to integrate net-metering and net-billing with their solar PV systems, promoting wider adoption of green energy.

Digitalisation in distribution business

**Continuous monitoring for reliable Supply**  
We have installed Class-A Power Quality meters at 33 kV consumer sites and substations, allowing us to track supply quality in real time so customers benefit from a more stable service.

**Artificial Intelligence for detecting meter anomalies**  
Introduced an innovative Meter Anomalies Detection System that uses Generative AI and image analysis to automatically detect issues like damaged parts, incorrect connections etc.



Leveraging technology for better outage management

At CESC, we continue to invest in cutting-edge technologies to enhance the reliability, responsiveness, and sustainability of our power distribution network. CESC is the first Indian DISCOM with full network visibility and remote restoration through Supervisory Control and Data Acquisition (SCADA) enhancing outage response, reducing losses, optimising loads, and managing environmental impact.

Ring Main Units (RMUs) & Pillar Box Automation

Automating RMUs and pillar boxes has significantly improved power restoration time following outages and reduced manual interventions and truck rolls, lowering fuel use and emissions.

Self-Healing Network / Ring Network

A smart ring network has automated fault detection and rerouting of power to critical services like hospitals and emergency infrastructure, reducing manual effort and improving system resilience and reliability.

Extensive Optical Fibre Cable (OFC) Network

Developing our own 1,500 km network gives us end-to-end control over communication systems, reducing reliance on telecom providers and improving cost efficiencies and operational continuity.



Growing the patents pool

As part of our innovation journey, we have actively pursued patents for our inventions, which strengthen our industry leadership and consumer experience.

Granted patents

- System for predicting auxiliary power consumption in a power plant.
- Externally controlled robot car assembly for internal inspection of pulverised coal feed pipes.
- Automated remote surveillance and theft prevention system for low-tension power distribution. This solution has been integrated within our operations, reducing power losses and strengthening grid reliability.
- Remote-controlled grounding assembly to safely identify live ground wires from a distance using a telescopic arm and a built-in sensor, preventing accidental contact.
- Devices for online remote monitoring of grounding systems to prevent disruptions and enhance public safety.
- Remote magnetic oil gauge with analogue output to monitor transformer oil levels in transformers across voltage levels and optimise resource use.
- Smart monitoring system to assess the health of the distribution network, improving the reliability of power supply.

Cybersecurity

In today's world , cybersecurity risks are increasing steadfast. Led by a cybersecurity policy, we secure our assets and IT systems to protect stakeholder data, prevent disruptions and ensure grid stability and compliance. A Cyber Crisis Management Plan (CCMP) and threat modelling strategy for both generation and distribution operations to strengthen cyber resilience.

We follow a 5-step process aligned with the National Institute of Standards & Technology (NIST) guidelines to identify and mitigate cyber threats as outlined below:





A dedicated Information Security team, led by the Head of Information Security and supported by Chief Information Security Officers (CISOs) from the Distribution and Generation departments, oversees the implementation of our cybersecurity measures.



*We are ISO 27001:2013 certified*

*We obtained ISO 27019:2017 certified for energy sector-specific security practices*

*We are awaiting recertification under ISO 27001:2022.*

#### Assessments and training

We conduct regular security assessments across systems and applications using CERT-IN-certified experts to identify risks and ensure compliance with CEA and the guidelines of the National Critical Information

Infrastructure Protection Centre (NCIIPC). Our employees undergo regular training to stay abreast of evolving cybersecurity risks and preventive measures.

#### Business continuity

We have integrated several leading-edge technology solutions and process transformations to strengthen resilience against risks and hazards and ensure business continuity. A state-of-the-art Network Operations Centre (NOC) and Security Operations Centre (SOC) help us monitor, manage, and protect critical infrastructure and IT systems in real time. Our Data Centre and Disaster Recovery infrastructure leverages hyper-converged technology for high availability, scalability, and integrates an industry-standard database.

#### Advanced monitoring and defence systems

- A 24x7 SOC equipped with advanced Security Information and Event Management (SIEM) tools and Managed Detection and Response (MDR) services from trusted partners.

- Endpoint Detection and Response (EDR) and MDR have been deployed across all workstations and servers to detect and contain threats before they can disrupt operations.
- Next-Generation Firewalls (NGFWs) and Web Application Firewalls (WAFs), and secure email systems feature anti-phishing controls and robust security protocols to prevent fraud and safeguard sensitive information.

#### Data management

- A privacy policy outlines data collection, storage, and security measures to prevent unauthorised access and protect user information across digital platforms.
- IT Security and Customer Relations teams enforce strict privacy management protocols aligned with evolving regulations, including the Data Protection Bill.

#### Intellectual Capital |

**Going Forward : We will leverage innovation, digital systems, and data-driven insights to enhance operational efficiency and customer service. Our focus remains on building R&D-driven smart solutions that future-proof our business and create long-term value, supported by a growing number of granted patents, ISO 27001 coverage, increased cybersecurity measures, and rising R&D investments in technology, AI, and IoT-based interventions.**



# HUMAN CAPITAL



Our people are the driving force behind our journey—fuelled by ethics, diversity, and inclusivity. With fairness, safety, and continuous learning, they power innovation and shape a smarter, greener, and more sustainable energy future.

## Material topics covered in the section

[Employee welfare](#)[Occupational health & safety](#)

## Contribution to UN SDGs





# Key highlights FY 2025

**7,273**  
Permanent employees

**5<sup>th</sup>**  
Year of being recognised as a **Great Place to Work**

**9%**  
women representation in permanent workforce

**12.90**  
average hours of training per employee

**100%**  
employees covered in performance and career development review

**100%**  
employees undergo mandatory annual POSH training

**1.46 LTIFR**  
(Lost Time Injury Frequency Rate)

**Zero**  
High-consequence work-related injuries

# Our Workforce demographic

**CESC Limited**  
Total Workforce: **5,688**

**5148**
**540**

**Noida Power Company Limited**  
Total Workforce: **639**

**577**
**62**

**CESC Rajasthan**  
Total Workforce: **382**

**368**
**14**

**Haldia Energy Limited**  
Total Workforce: **185**

**182**
**3**

**Dhariwal Infrastructure Limited**  
Total Workforce: **157**

**152**
**5**

**Crescent Power Limited**  
Total Workforce: **78**

**76**
**2**

**Purvah Green Private Limited**  
Total Workforce: **82**

**74**
**8**

**Malegaon Power Supply Limited**  
Total Workforce: **62**

**59**
**3**

# Workforce Welfare

CESC is committed to employee-centric HR practices that foster growth, well-being, and development. By embracing digital platforms, enhancing feedback systems, and ensuring transparent communication, it aligns HR policies with evolving business needs. We strengthen our position as an employer of choice through strategic branding and employee engagement across multiple channels.

## Talent attraction and retention

We aim to attract top talent through structured recruitment processes and active engagement. This year, we enhanced transparency and objectivity through improved assessments and pre-placement presentations, while refining on-boarding practices to foster stronger candidate engagement and a seamless transition into the organization.

All new hires complete a structured six-week induction covering our values, ethics, and systems. We also run specialised inductions such as Anneswan for



management trainees, Unmilon for trainee assistant officers. Our subsidiaries, like NPCL, run specialised induction programmes such as Aarambh. During the Year, our hiring rate was 5% overall.

## Revamping the on-boarding experience

At CESC, we’ve enriched the on-boarding experience with thoughtful gestures that make new employees feel valued from day one. Each new joiner receives a personalised welcome kit and a gift hamper accompanied by a personalised leadership note. Special events further foster a welcoming and inclusive start to their journey.





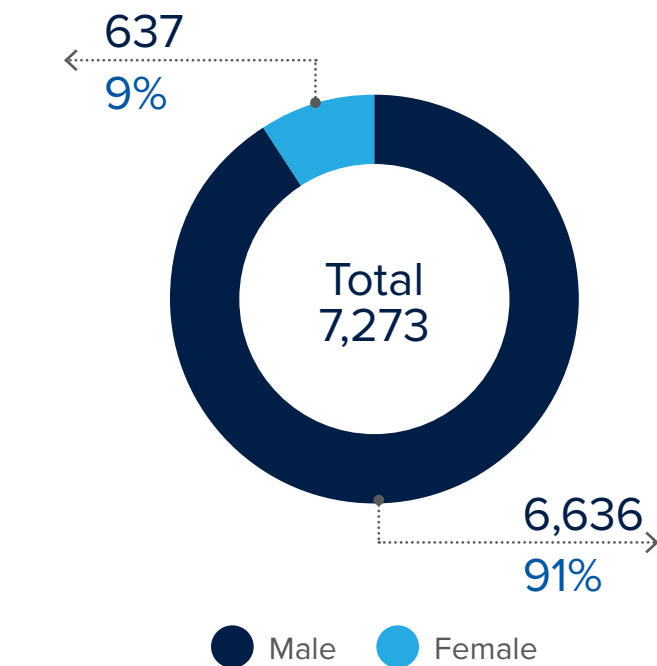
Employee wellbeing & engagement

We engage our workforce through a variety of events, activities, and communication channels that help them stay connected, balance work-life priorities, and maintain a positive and supportive work environment. Multiple platforms are available to promote open communication and receive feedback.

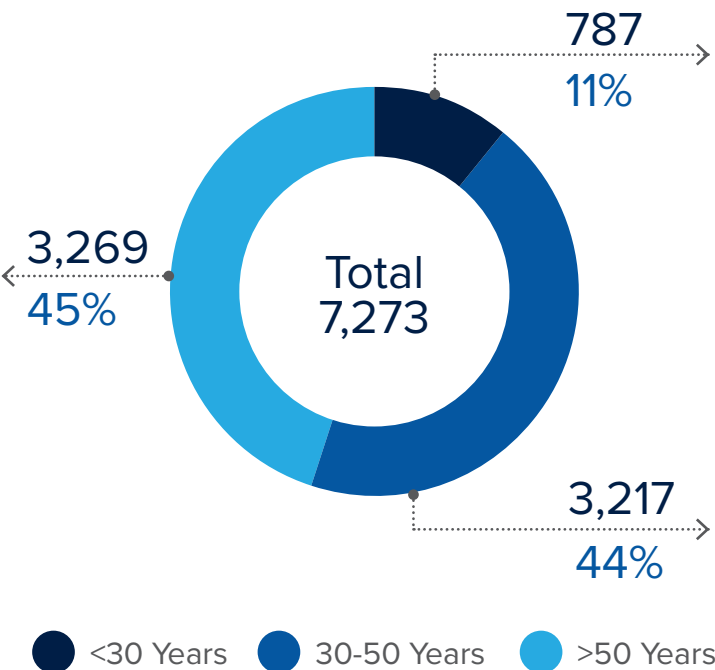
**NPCL extends social security to contractual workers**  
At NPCL, we have helped 668 contractual workforce enrol in government social security schemes covering life insurance,accident protection, health benefits, and pension, ensuring every worker, regardless of employment type, is supported and protected.

**Diversity, Equity and Inclusion (DEI)**  
At CESC, we carry a legacy of excellence while embracing the evolving needs of today’s workforce. During the year, we achieved 9% women representation in our permanent workforce and maintained a balanced age distribution across employee groups. We hire locally and actively nurture indigenous talent. We understand and welcome generational diversity from Gen Z to Gen X and are conscious of creating an inclusive space for LGBTQ+ communities. We strive to build a workplace free from bias related to gender, age, race, background, or disability, focusing on merit, belonging, and opportunity for all.

Diversity by gender



Diversity by age



Celebrating 'Women' at CESC

Across our generation and distribution units, Women’s Day was marked by activities that recognised the contributions of women and strengthened inclusivity at the workplace.

**NPCL's "Accelerated Action" for women colleagues**  
Amongst other events NPCL organised an experiential programme titled “Accelerated Action”, featuring motivational talks, team-building exercises, and communication workshops to reinforce empowerment, collaboration, and personal growth for women colleagues.





Employee compensation and benefits

At CESC , we offer competitive, performance-linked compensation aligned with industry standards. All permanent employees receive comprehensive benefits, including insurance, accident, and medical coverage. Maternity benefits are provided in line with applicable regulations to all our female workforce. Additionally, our non-permanent workforce is also covered under various insurance and benefit schemes—both government-mandated and company-organised.We at CESC and each of our subsidiaries extends these centralised and tailored benefits, ensuring consistent support across the organisation.

Learning & development

We are committed to continuous learning and merit based growth. During the year, 100% of our permanent workforce participated in our structured performance review process. Based on these reviews, departments recommend targeted training interventions ranging from technical and functional to behavioural learning to address skill gaps and support career development. Our blended learning approach includes classroom sessions, e-learning, simulators, videos, and handbooks, delivered by both internal and external experts through virtual and in person platforms. On an average, each employee has completed 12.90 hours of training during the year. Every training session is followed by an assessment and feedback process, ensuring effectiveness and continuous improvement. We aim to transition to 100% digital skilling by 2030, with platforms like Oracle Learning Management System (OLMS) and Udemy already enabling widespread access to expert-led courses.

12.90 average hours of training per employee

Learning framework

Our performance review and feedback system helps employees, supervisors, and HR identify skill gaps and create an annual plan for targeted training that further organisational priorities and individual career growth.





### Power 100 — Building our future leaders

Launched in December 2024, Power 100 is a nine month long signature programme to build a strong leadership pipeline for the RPSG Power Group, including CESC. Designed for Manager, Chief/Senior Manager, and Deputy General Manager levels from generation and distribution units, the programme gives participants an opportunity to contribute to cross-functional, high-impact projects and provides senior leaders with a deeper understanding of the leadership talent within the Group.



### Project Sankalp

Inspiring Excellence” a 3-day capability building Workshop on “Energy & Efficiency Management System and Optimisation-Concept & Procedure” conducted under the banner of Project “SANKALP – Inspiring Excellence” This programme was attended by 17 operational personnel from Budge Budge Generation Station, Haldia Energy, Dhariwal Infrastructure, CTM and Generation Corporate team.



### Advanced computing & analytics

A 3-day capability building program on “Advance Computing & Analytics” under the banner of Project “SAMARTH – Journey towards Analytics-led Business Decision Making” at the Distribution Training Institute of CESC covering broad topics of PowerBI, Python, and advanced Excel.



### Employee rewards & recognitions

We believe in recognising and celebrating the contributions of our people, which helps foster a culture of appreciation and motivation across all levels. During the reporting year, our Rewards and Recognition programme honoured 512 employees, workers, and supervisors at CESC Kolkata for their outstanding achievements.

At NPCL, the RISE Rewards acknowledged contributions across job roles. We also celebrated the academic excellence of employees’ children through the Ankur Samman initiative, recognising 373 students from Standards X and XII in 2023 and 2024. These efforts reflect our commitment to building a workplace that values both professional and personal milestones.





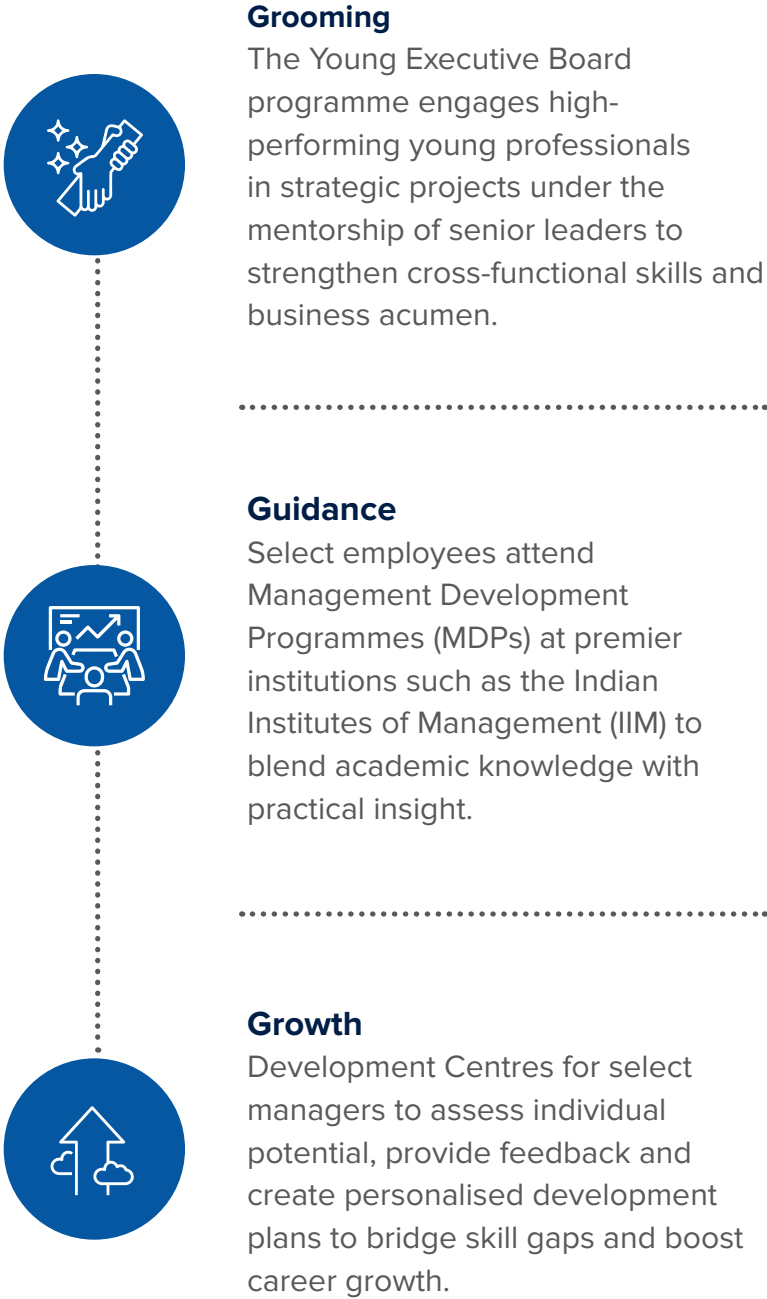
At a glance - Employee engagement at CESC





Succession planning

Robust succession planning allows us to identify and develop high-potential talent for critical roles through a ‘3-G’ approach covering Grooming, Guidance, and Growth.

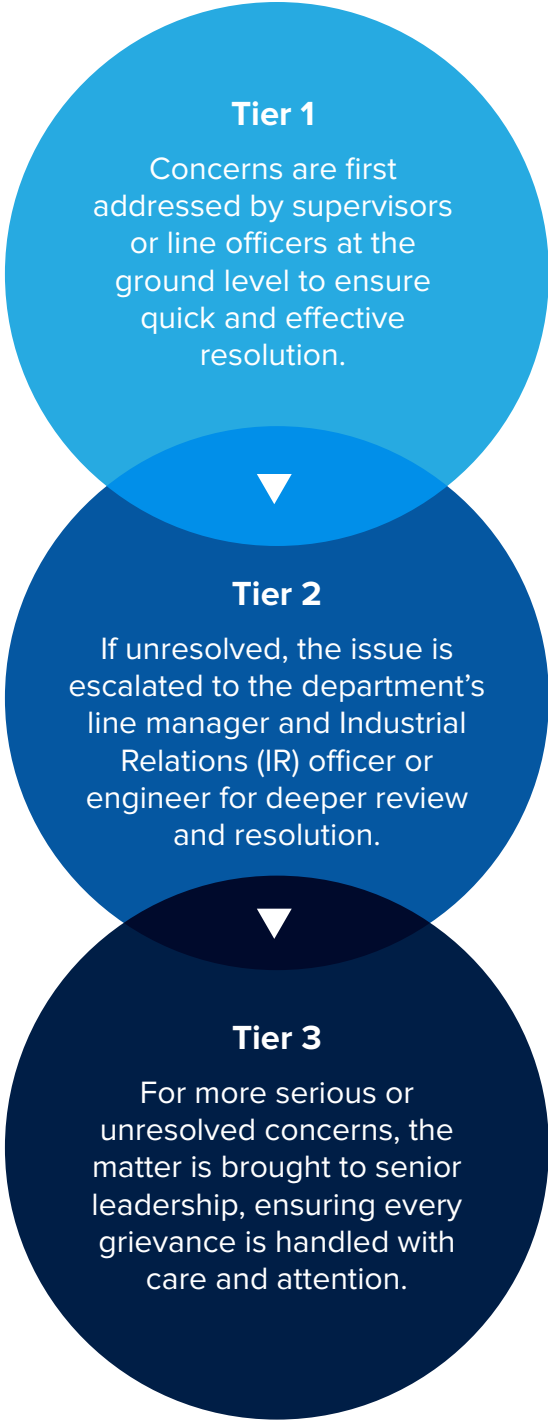


Employee satisfaction survey

Since 2014, we have partnered with the Great Place to Work (GPTW) Institute to measure employee satisfaction across five key dimensions-Credibility, Pride, Fairness, Respect, Camaraderie. The certification process involves an employee survey and an evaluation of people practices.



Three-tiered grievance redressal system at CESC









At a glance- Safety culture at CESC





Healthy employees, stronger company

Protecting employee health and wellness is a key aspect of our OHS strategy covering generation and distribution subsidiaries.

Accessible Healthcare

All generation plants are equipped with 24/7 onsite medical staff and ambulance services. Distribution teams benefit from in-house doctors and partnerships with leading hospitals and diagnostic centres.

In Kolkata, 27 dispensaries staffed with qualified professionals ensure round-the-clock support for distribution employees.

Preventive Health and Wellness

Employees undergo regular health check-ups, covering mental health, vertigo, cardiovascular risk, bone density, and more. We also conduct eye and dental check-ups, orthopaedic consultations, and special camps focused on diabetes and cardiac care.

Awareness and Support

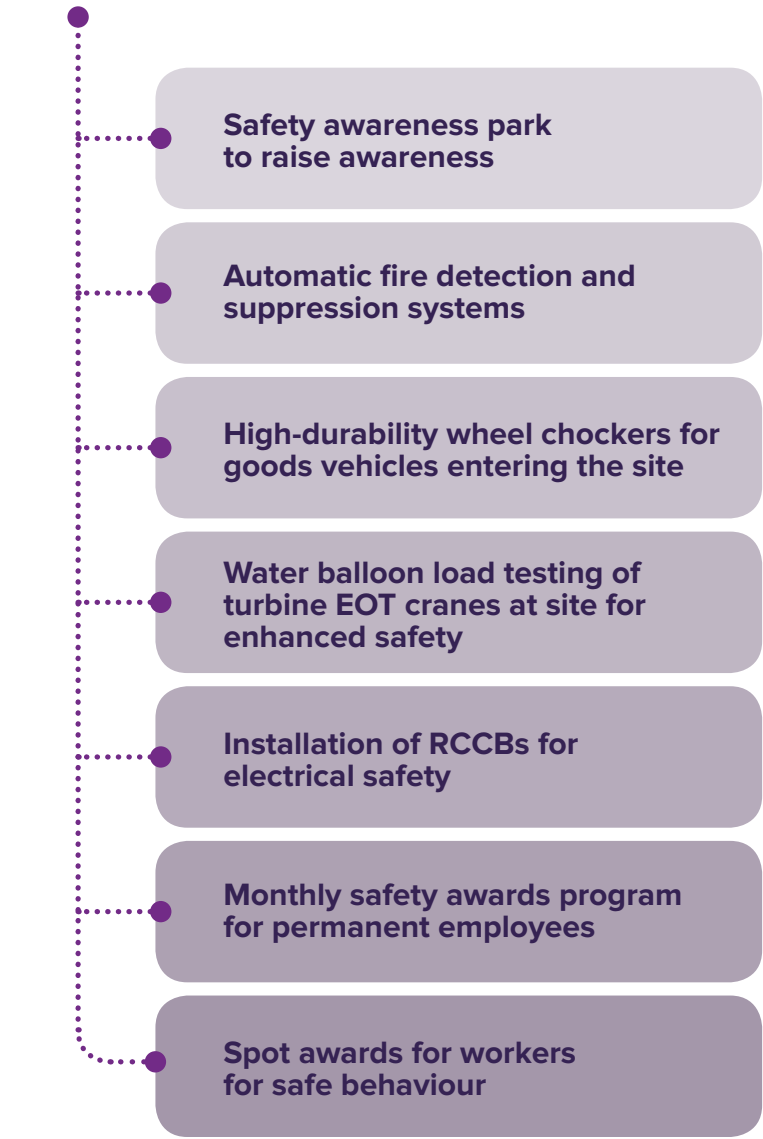
Wellness initiatives include yoga sessions, mental health workshops, and access to an AI-powered chatbot for confidential support. At NPCL, dedicated awareness sessions were held during the year on topics such as Human Metapneumovirus (HMPV) and holistic wellness to keep employees informed and engaged in their health. Additionally, stress and diet management programmes were held in distribution units for employees, which supports green belt development.

A 'Safety first' culture

At CESC, we ensure the highest standards of health and safety at our workspace. Regular training on safety, procedures, and role-specific topics is held for employees and workers.

We have Annual Safety Weeks celebrated across generation sites , distribution stations and our offices to promote safe working practices.

Generation Sites



Distribution Stations



Safety risk identification and mitigation

Identifying and managing health and safety hazards on time is key to achieving our goal of “Zero Incidents” across operations. We conduct HIRA and Job Safety Analyses (JSA) for routine and non-routine tasks. This helps us to evaluate and categorise risks as high, moderate, or acceptable, and implement measures to control and ensure they remain within acceptable limits. Our risk mitigation approach incorporates root cause analyses and insights from incident investigations and safety audits, observations, and external expert recommendations.

Key Safety Risks	Risk Mitigation Strategies	Implementation Tools
Electrical Job Safety	Implementing ‘Electrical Safety’ standards	Permit to Work Standard and relevant Safe Work Procedures (SWPs)
Confined Space Entry	Adhering to the ‘Confined Space Entry’ standard	Permit to Work Standard and relevant SWPs
Working at Height	Adhering to the ‘Working at Height’ standard	Relevant SWPs for elevated work
Material Handling	Adhering to ‘Material Handling’ standards	Relevant SWPs to minimise hazards
Job Procedure Safety	Implementing ‘Safety Observation’ and ‘Contractor Safety Management’ standards	Site Safety Observations and Periodic Audits
Hot Job	PPE Policy	Relevant SWPs for hot jobs



Digitisation to enhance safety

We understand the need for digitalisation in every aspect and harness digital technology to elevate safety and reduce operational risks. Safety assessments and equipment records are recorded and tracked through our in-house digital portal, providing real-time access and improved visibility across all generation sites, distribution stations, substations and offices of CESC and its subsidiaries.

Virtual Reality (VR) based training

We have also introduced VR based training for employees to inspect equipment thoroughly and practise safe responses to potential emergencies and threats. This has significantly reduced the safety incidents across all our operations.



'Click to safety'- a dedicated safety portal

We have introduced an Android-based app and a dedicated 'Click to Safety' portal that empowers employees to report unsafe acts or conditions in real time. This tool ensures timely investigation and corrective action, significantly enhancing the monitoring of safe behaviours across our operations. Accessible to all employees, regardless of designation, it fosters a culture where every voice feels heard and contributes to a safer workplace.



Safety governance



We follow a robust, multi-tiered safety governance framework to uphold our 'Safety First' value. Safety Perception Surveys are conducted every three years to evaluate and strengthen safety performance across operations. Monthly safety reports are submitted by individual generation stations and distribution businesses to corporate leadership and respective MDs, while bi-monthly Management Committee meetings review performance, address concerns, and define actionable strategies and KPIs. At generation units, site safety audits are regularly undertaken by internal teams as well as third-party auditors to ensure compliance and proactively mitigate risks.

In case of any safety incident, matters are escalated through a structured process—beginning with functional-level safety teams, followed by the corporate safety cell, and finally the apex committee. Dedicated investigation teams prepare internal and external reports, which form the basis for root cause analysis and preventive actions. These include strengthened safety protocols, enhanced vigilance,

skill development trainings, and awareness initiatives. During the reporting year, our Lost Time Injury Frequency Rate (LTIFR) remained below 1, reflecting our commitment to safety excellence.

**Human Capital |**  
**Going Forward : We will foster a diverse, inclusive, and safe workplace while investing in continuous learning and employee well-being. With 9% diversity growing year on year , LTIFR of less than 1, and an average of 12.34 training hours per employee, our focus remains on empowering talent through equitable benefits and development programs that drive engagement, resilience, and long-term organizational strength.**



# SOCIAL AND RELATIONSHIP CAPITAL



Our social and relationship capital is built on strong partnerships with communities, suppliers, contractors, and customers. Together, we create value, drive impact-led initiatives, enhance capabilities, and deliver reliable, responsible energy that supports people and the planet.

Material topics covered in the section

Community Development

Responsible Supply Chain

Customer Focus

Contribution to UN SDGs





# Key highlights FY 2025



**4,37,483**  
lives impacted positively



**2.10%**  
Suppliers screened on ESG criteria by value



Association with **6,000+** suppliers



**~90**  
adherence to TAT for consumer complaints



**4.7 million**  
customers served



# Community Development

CESC has always placed community well-being at the heart of its journey. We see our social responsibility as an extension of our business responsibility. With a legacy of over 47 years, we have grown alongside the people we serve, through changing times and evolving expectations. We listen with empathy, understand local realities, and work closely with communities across our locations to identify and address real needs. Rooted in responsibility and focused on impact, our efforts centre on four core themes:



# Our CSR approach

Our community development activities are designed to be participatory, impact-driven, and locally relevant. Programmes are selected based on community needs assessments and developed in partnerships.

## Needs Assessment

We begin every CSR initiative with a needs assessment to understand beneficiary requirements and identify the right implementation partner through a baseline survey.

## Implementation

CSR programmes are implemented by in-house CSR teams partnering with grassroot NGOs. We also engage local members and form groups that work closely with service providers such as Urban Primary Health Centres (UPHCs), Integrated Child Development Services (ICDS), and municipal authorities.

## Social Impact Assessment

External and internal social impact assessment and the beneficiary surveys are periodically conducted. For more details please refer to Annual Report FY 2025

# CSR oversight at CESC

The CSR Committee of the Board oversees our progress on community development programmes and approves resources and budgets. Projects are monitored through defined KPIs, beneficiary feedback, and third-party assessments where applicable.

## Community grievance redressal

Toll-free helplines, email channels, field coordinators, and local helpdesks are accessible to community members to raise concerns related to our operations, infrastructure, or CSR programmes. All grievances are documented, categorised, and addressed within defined timelines. Regular meetings are held to understand and address emerging issues.





CSR Theme 1 - Education

We believe every child deserves a strong start, and education is the pathway to broadening opportunities for inclusive societal development. Across our company, we run programmes to improve the learning environments and experiences of government schools and strengthen the retention of learners from early years to adolescence.



CESC Kolkata



Projects :  
**Akshar**  
Supports pre-primary to higher secondary education, covering children aged 3–18  
  
Direct and Indirect Beneficiaries :  
**321 Students and 200 parents**



Projects :  
**Indradhanush**  
Supports underprivileged children aged 6–14, both in and out of school, to complete their elementary education  
  
Direct and Indirect Beneficiaries :  
**346 Students and 337 parents**



Projects :  
**Muktangan**  
Provides supplementary educational support for students in classes VI–X who cannot afford coaching, are first-generation learners, or face learning and language barriers.  
  
Direct and Indirect Beneficiaries :  
**256 students and 196 parents**

NPCL



Projects :  
**Samarth**  
Improves student experiences, augmenting the learning environment in government schools  
  
Direct and Indirect Beneficiaries :  
**31 Schools, 9,305 students, 289 teachers**



In FY 2024–25, at NPCL, we continued to further our commitment to enriching the educational journey of students in government.

The **Smart Classrooms** initiative was expanded to 10 more government schools, bringing the total to 26. Each classroom was equipped with a smart interactive panel aligned with the K–12 NCERT curriculum, a Chromebook, a multi-use Safety Box, and BaLA (Building as Learning Aid) visual content on the walls to make learning more engaging, inclusive, and interactive.

**A Digital Pedagogy Workshop** was conducted on using digital tools in the classroom effectively, along with quarterly training sessions. The top 10 teachers and top 3 schools were recognised for their performance and innovation.

We organised **Yoga Workshops** in 10 schools for 1782 students in classes 5 to 8. Of these, 50 students have been identified as peer mentors to sustain the practice in their schools.

**Medical Health Camps** were conducted in 10 schools, screening 1,562 children to ensure that health barriers do not stand in the way of a child's education.

**180 sets of recycled plastic tables and benches** were installed in 10 government schools, improving classroom infrastructure and reducing 15.66 metric tonnes of CO<sub>2</sub>e emissions.



## CSR Theme 2 - Health

Health is where transformative societal change begins. By investing in nutrition, care, and medical support, our CSR initiatives help underserved families lead healthier, happier lives.

### CESC Kolkata



Projects :

#### Sneh

Supports maternal and child health, nutrition, and community awareness, focusing on the first 1,000 days, childcare, and adolescent anaemia, while strengthening frontline workers to track and support at-risk mothers and children.

**Direct and Indirect Beneficiaries : 14,956**

### NPCL



Projects :

#### Sankalp

Initiatives that further our commitment to nurture healthy communities

*Direct and Indirect Beneficiaries :*

**20 government schools, 1,254 girl students, 13 villages, 6,927 female and 205 male**

### Menstrual hygiene awareness programme

NPCL expanded the menstrual health and hygiene CSR programme in FY 2025, reaching 12 villages and 13 schools, up from 7 the previous year. The project focused on raising awareness, promoting behavioural change, and encouraging open dialogue within communities. Over the reporting year,

- 89 community sessions engaged nearly 6,927 women and girls and 205 men
- 46 school-based counselling sessions reached 1,245 adolescent girls
- 39 informative wall paintings and 24 street plays across villages
- 19,800 customised sanitary napkin packets were distributed

### CESC Rajasthan (BKESL)

Our distribution subsidiary, BKESL, installed a DG Set at the Government Hospital in Bikaner to provide uninterrupted power for critical patient care. We also partnered with the Shree Ramdev Mitra Mandal to provide devotees attending an annual fair with free medical care, meals, and rest facilities for barefoot



pilgrims on their way to the Ramdevra Temple.

### CESC Rajasthan (KEDL)

A three-day health and CPR programme was undertaken by KEDL in local schools across Kota to raise awareness of cardiovascular health.



**CSR Theme 3 - Skill Development**

Our skill development initiatives are designed to bridge the skills gap and equip underserved community members with vocational abilities to enhance employability while promoting sustainable practices.



**CESC Kolkata**



Projects :  
**Sankalp**  
 Inspires students to drive change by embracing sustainable practices in environmental and energy conservation.

Direct and Indirect Beneficiaries :  
**8,972 students and 254 teachers across 115 schools**



Projects :  
**Eklavya**  
 Trains underprivileged youth to build employable skills and supports them with placement opportunities.

Direct and Indirect Beneficiaries :  
**1,873 trained and 1,348 placed**

**NPCL**



Projects :  
**Saksham**  
 Creating a skilled workforce and a sustainable tomorrow

Direct and Indirect Beneficiaries :  
**480 youth, 7,218 informal workers**



We introduced a Skilling & Livelihood Programme to improve youth employability and promote sustainable livelihoods within NPCL's licensed area. Through this initiative,

- 480 beneficiaries from 36 villages, including 294 men and 186 women, were trained in trades such as Assistant Electrician, Domestic Data Entry Operator, Retail Sales Associate, and Assistant Beauty Therapist
- Trainees were assessed by Sector Skill Councils, with 84% of participants receiving certification from the National Council of Vocational and Research Training (NCVRT)
- Of these, 71% secured employment, earning an average monthly income of ₹12,856, with the highest reaching ₹22,370.

We helped bridge gaps between informal workers and welfare schemes by mapping 533 labour addas and profiling 7,218 workers across 19 ULBs under the U.P. Government's 'No-Poverty Abhiyan'. The data collected using the Kamgaar app is accessible to government bodies and provides insights to guide targeted support and inclusive development.





## CSR Theme 4 - Environment and Sustainability

We run several community-facing initiatives to promote eco-friendly habits and community-led waste management solutions, while creating sustainable livelihoods and preserving natural resources.

### CESC Kolkata



#### Projects : *Urja Chetana*

Raises awareness about energy conservation, waste management, water conservation, and biodiversity in schools.

**Direct and Indirect Beneficiaries :**  
**13,967 students and 653 teachers across 20 schools**



Projects :  
***Kiran***  
A community-driven waste management initiative that generates income through compost sales.

**Direct and Indirect Beneficiaries :**  
**1,000**

**Areas Served :**  
Dakshineswar



Projects :  
***Aparajita***  
A project that helps community members turn flower waste into value-added products, reducing environmental hazards and creating livelihoods.

**Direct and Indirect Beneficiaries :**  
**3,19,482**

**Areas Served :**  
North Dumdum



#### **Aparajita Project: From Waste to Wealth**

*Over the past year, the Aparajita Project has transformed discarded flowers from temples and celebrations into high quality bio fertilisers and compost, creating new income opportunities for Self Help Group (SHG) members and protecting the environment. The products were tested by the Krishi Vigyan Kendra (KVK)*

*Khaad Agro, a seller of organic fertilisers, is now testing the liquid bio fertiliser and exploring custom branding and packaging.*

*The unit successfully produced 293 kg of floral powder, 83 litres of liquid biofertiliser, and 139 kg of solid compost. Today, the Aparajita Project is a beacon of how waste can be turned into wealth — a model for combining sustainability with economic empowerment.*

### NPCL



Projects :  
***Sanjeevani***  
Taking life restoring initiatives for a greener tomorrow

**Direct and Indirect Beneficiaries :**  
**1 college, 7 schools, 1,458 students, 62 teachers**

**Direct and Indirect Beneficiaries :**  
Greater Noida

#### **Increasing water and clean energy accessibility**

NPCL installed Rainwater Harvesting (RWH) systems in seven government schools across Greater Noida, expected to save approximately 151 kilolitres of water annually. Additionally, a 15 kW rooftop solar power system was installed at Shanti Devi Degree College, projected to generate 21,900 kWh of clean energy each year and reduce carbon emissions by an estimated 18,450 kg annually.

#### **Pond Rejuvenation**

NPCL also undertook a comprehensive pond rejuvenation and tree plantation project in Greater Noida and an afforestation project across three acres. To know more about these initiatives, refer to the natural capital section of this report. *To know more about our CSR programmes, refer to the BRSR and Annual CSR Reports available on our website.*



## Responsible Supply Chain

At CESC, we are committed to maintaining a responsive and responsible supply chain network across our generation and distribution businesses. All our suppliers are expected to comply with our Code of Conduct and applicable regulations and align with our ESG goals. Ongoing engagement with our suppliers helps us understand and address their concerns.

### Our supply chain framework

The framework outlines guidelines and transparent practices to onboard and integrate suppliers, assess their performance and strengthen accountability. It integrates the ethical principles and sustainability practices we expect our suppliers to follow.

### Supplier selection and assessment

In line with our ‘We Source Responsibly’ principle, all suppliers must adhere to our Supplier, Quality, and Responsible Sourcing policies. Critical suppliers undergo ESG assessments along with audits of their workforce practices to confirm compliance with applicable labour laws.

### Process for assessing supplier performance and compliance

We follow a comprehensive, 360-degree approach for supplier assessments. Every new supplier undergoes ESG screening at the onboarding stage, covering key areas such as climate strategy, energy and water management, workforce safety, human rights, and compliance with national regulations. Based on their responses, suppliers are rated using a structured scoring system—Gold, Silver, or Bronze—reflecting their sustainability performance. A similar evaluation is carried out annually for our critical suppliers to assess them on ethical practices, fair wages, safe working conditions, and zero tolerance for child labour or harassment.

### Supplier assessment process



### Promoting supplier diversity

Guided by our ‘Inclusive Growth and Equitable Development Policy’, we focus on strengthening diversity and inclusion across the value chain by encouraging local sourcing from Micro, Small and Medium Enterprises (MSMEs) and marginalised and vulnerable groups, including women, transgender individuals, and people with disabilities. This helps reduce logistics costs and emissions and broadens economic opportunities for communities around our operations.

**6,000+** suppliers and vendor associations

**2.10%** suppliers assessed on ESG criteria

To know more about our responsible sourcing activities, refer to our Annual Report for FY 2025 available on our website.



### Human rights across the value chain

Human rights requirements are embedded within our supplier agreements and contracts, and 100% compliance is expected. This includes adherence to fair labour practices, non-discrimination, freedom of association, safe working conditions, and zero tolerance for forced or child labour.

Periodic reviews and audits help assess compliance and take corrective actions where needed. Awareness programmes and training sessions are also held to sensitise partners on human rights expectations and evolving legal standards.



Customer Focus

Building and maintaining customer trust and satisfaction through superior experiences is key to our ability to grow sustainably and generate long-term stakeholder value. We actively monitor service quality using key performance indicators such as response time, complaint resolution rates, and turnaround for new connections.

Adopting technology and digital platforms helps create seamless connections with our customers, making it simpler, faster, and more convenient for them to access information, services, and support, no matter where they are.

CESC Website

An easy-to-navigate, one-stop portal for customers to find information, access services, and explore educational resources.

Social Media

An active presence across Facebook, Twitter, Instagram, LinkedIn, YouTube, and WhatsApp makes it easy for customers to connect, raise concerns, and stay updated on our latest services and initiatives.

CESC Metaverse

A pioneering digital platform that brings our services to customers online, allowing them to access support from the comfort of their homes.

Digital payments

Secure, user-friendly digital payment systems are helping CESC customers with:

- Multiple online bill payment options, including mobile wallets, debit/credit cards, net banking, ECS, NEFT/RTGS, auto-pay, Bharat QR, and UPI
- A first-of-its-kind ‘Dial and Pay’ service in the Indian utility sector allows customers to pay electricity bills via a simple phone call
- Alternate banking partners for BQR payments and E-NACH for seamless auto payments

Revamped state-of-the-art mobile app

We have launched an upgraded mobile app designed to offer a smarter, faster, and more user-friendly experience. Packed with over 32 new features, the app now allows users to apply for new connections, receive real-time push notifications, make smooth bill payments, and register complaints with ease.



CESC digital rewards programme

Customers are incentivised to use digital services through instant points, milestone bonuses, and easy redemption, making the journey from registration to rewards simple and engaging.

~90% adherence to Turn Around Time (TAT) for customer complaints in CESC Kolkata

E-POINTS PROGRAM  
CESC Digital Rewards





### Responsible marketing

We are committed to ensuring that all communication, from accurate service information and billing details to timely updates on outages and delays, messages related to safe behaviours for energy consumption and encouraging responsible consumption help customers make informed decisions and adhere to regulations. During the year, there were no complaints on marketing information related to products or services.

### Public safety

We ensure public safety by focusing on three key imperatives: ensuring safety during installation and maintenance, managing access and equipment safety in public spaces, and promoting the safe handling of electricity within communities. Our Safety Cell works closely with our Corporate Communication and Customer Relations teams to assess and manage risks arising from logistics, transportation, and equipment installations.

To promote safe usage and public safety we have numerous initiatives including :

1. Branded vehicles and loudspeaker-fitted auto-rickshaws, along with multilingual tableau drives in partnership with local authorities, deliver safety messages across neighbourhoods.
2. Our power bills and seasonal leaflets share safety tips that reach every household where we deliver power.
3. Hoardings and posters with electrical safety messages have been placed across serviced areas.
4. Real-time monitoring helps us spot issues early, keep the system running smoothly, and protect people and equipment more effectively.
5. We have implemented structured Corrective and Preventive Action (CAPA) to identify root causes, resolve issues, and prevent recurrence.

### Customer support

A 24x7 centralised call centre serves as the main touchpoint for customer support, backed by a Key Account Management programme for large consumers. Platforms like the Aastha voice bot, VID-U video call centre, and NPCL's AI-powered Saathi chatbot offer real-time, personalised service and easy access to key functions. Complaint handling is being automated at regional offices, and all customer data is managed securely in line with data protection policies.

### Customer insights and satisfaction surveys

- On call Surveys – Daily calls by third party agents to assess the ease, efficiency, and quality of services such as supply restoration, call centre support, meter fixing and reading, and billing help lines.
- Online Surveys – Digital feedback collected via the website, evaluating overall customer experience, ease of access, and transaction simplicity.

Robust voice-of-customer platforms capture feedback and insights 24x7, with advanced analytics and real-time data helping us understand needs and refine services. Regular satisfaction assessments track perceptions and drive timely improvements.

### Customer grievance redressal

A Grievance Redressal Forum operates in line with regulations, staffed by dedicated Grievance Redressal Officers (GROs) and Central Grievance Redressal Officers (CGROs). Customers can register complaints with their respective GROs, which are resolved as per guidelines to ensure fair outcomes.



### Remote and centralised monitoring of key switches

*Managing switch fuse units across our distribution network used to be a time-consuming and high-risk task. Field staff often had to handle these manually, which delayed emergency responses and posed safety risks to both our teams and the public. To address these issues, we implemented a Remote Operation System across key Low Tension (LT) side Control and Fuse Switch (CFS) units. The new solution brought in a remote operation system that lets us control key switches from a central location. This means we can now turn the power on or off quickly and safely, especially during emergencies. It helps us spot issues early and has made the network safer, reduced downtime, and improved energy use.*

**Social and Relationship Capital |**  
**Going Forward : We will continue to nurture trust-based relationships with our 4.7 million customers and suppliers through responsible practices and transparent engagement. At the same time, we remain committed to community development initiatives that foster inclusive growth and shared value.**



# NATURAL CAPITAL



We honour nature by integrating green energy, optimizing resource use, and protecting ecosystems—preserving air, water, land, and biodiversity to build a resilient future through responsible stewardship and sustainable energy practices.

Material topics covered in the section

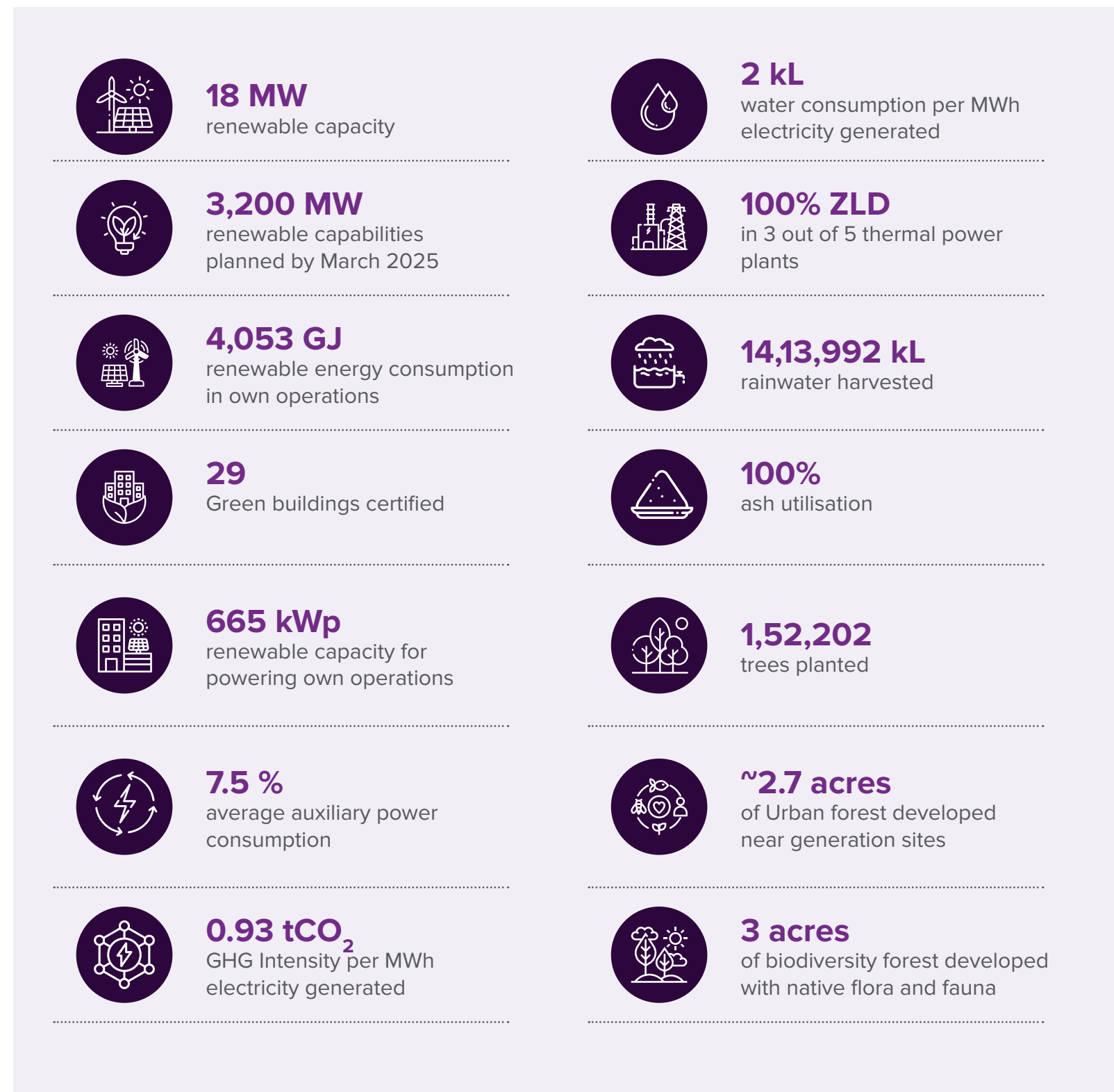
Climate Change Water Management Waste Management Biodiversity

Contribution to UN SDGs





# Key highlights FY 2025



## Climate change management

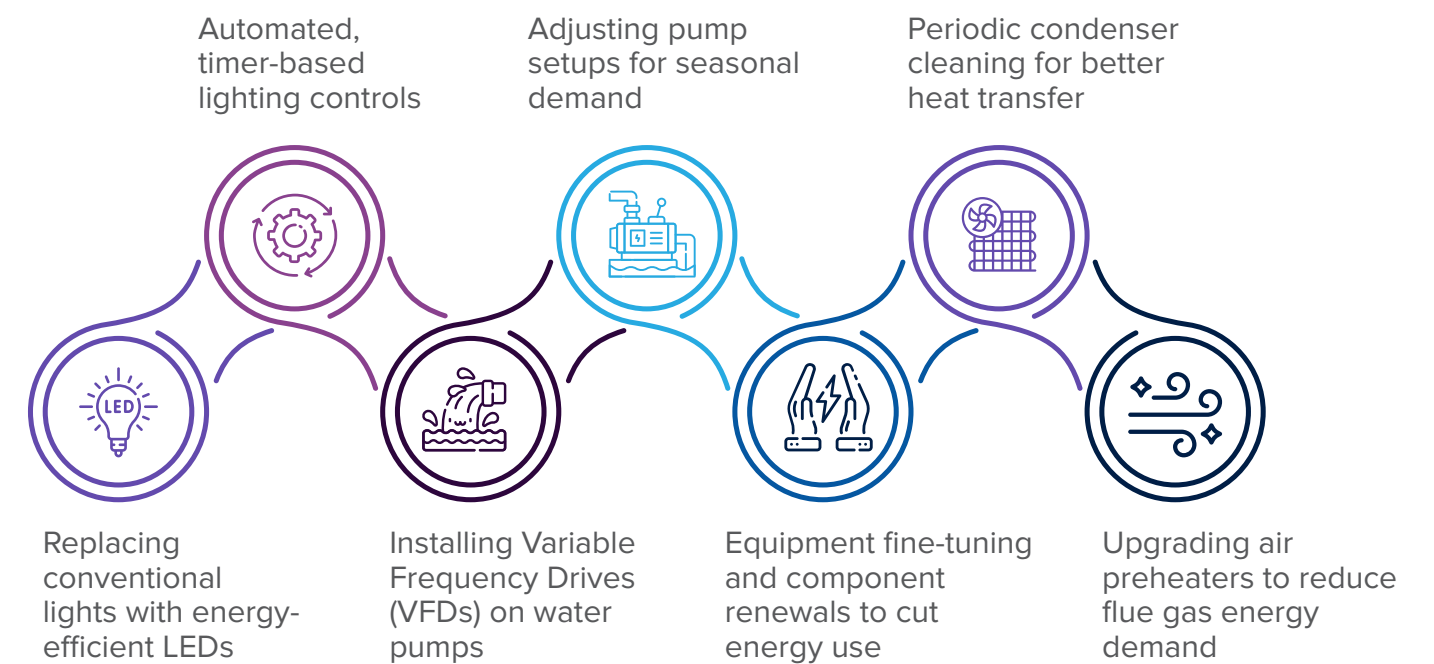
In response to India’s net-zero target and the goal to reduce emission intensity by 45% by 2030 from 2005 levels, we are scaling up climate action while meeting the country’s rapidly growing electricity demand driven by population growth, urbanisation, and economic activity. We actively monitor and manage direct (Scope 1) and indirect (Scope 2) greenhouse gas emissions, supported by third-party verification to ensure accurate baselining, target-setting, and transparent disclosures. Additionally, we track air pollutants such as SOx, NOx, and particulate matter around our generation stations and implement mitigation measures to minimise environmental impact on ecosystems, employees, and communities. Our climate strategy for the generation business focuses on auxiliary power management, process efficiency and optimization, GHG and air emissions accounting, and cleaner energy transition through increased renewable energy capabilities and fuel

diversification. For the distribution business, our efforts are directed towards cleaner energy transition through renewable integration and fuel diversification and green building expansion.

### Managing auxiliary power consumption (APC)

**7.5% Average auxiliary power consumption**

During the year with the new initiatives and conscious usage we have lowered our average auxiliary power consumption to 7.5%. Led by the Government of India’s Bureau of Energy Efficiency’s Perform, Achieve, and Trade (PAT) programme, we have implemented multiple measures across our generation units to reduce APC, some of which are outlined below:

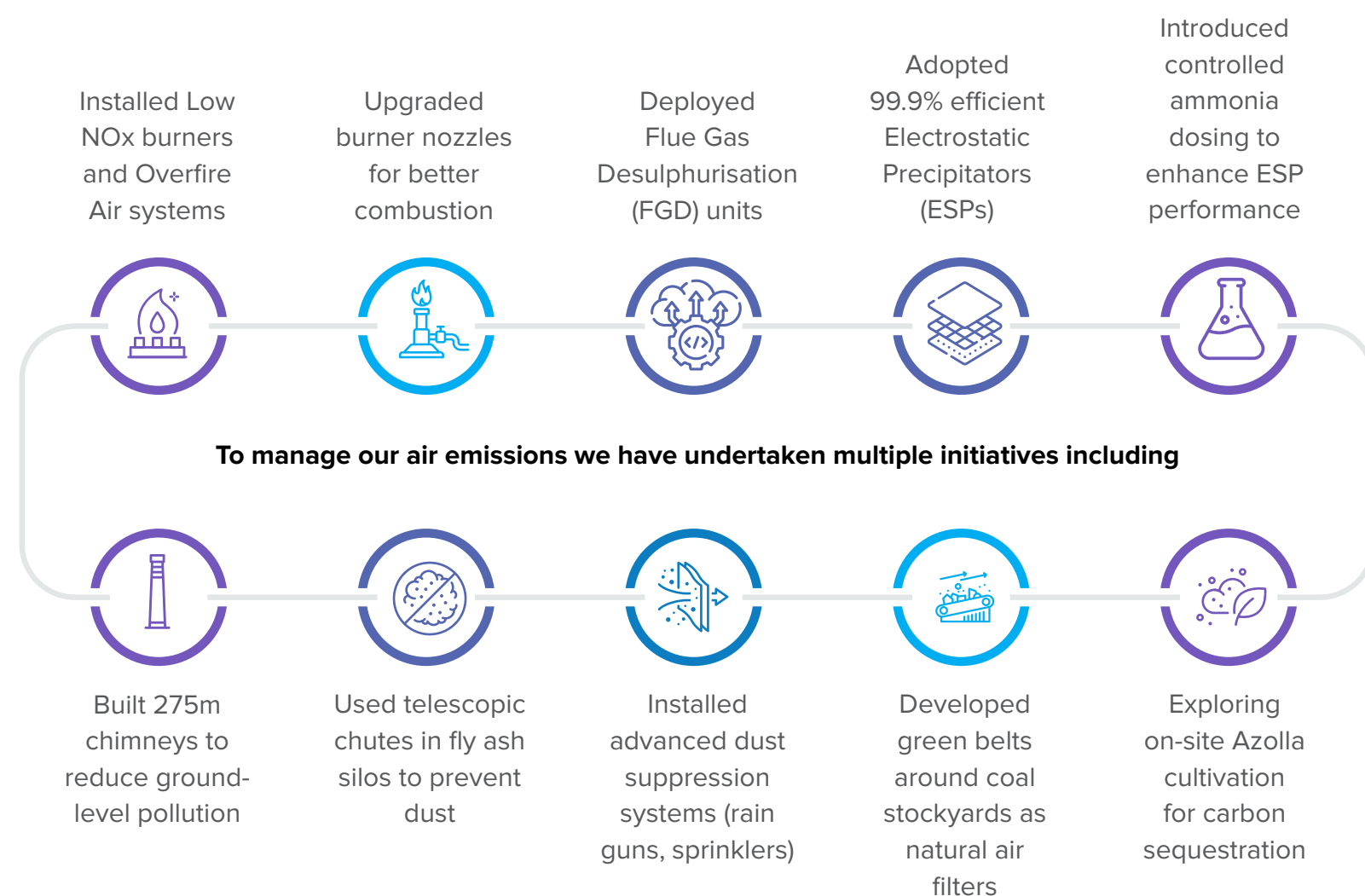




## Managing GHG and air emissions

As a power generation and distribution company, we recognise the importance of minimising greenhouse gas (GHG) emissions across our operations and are making conscious efforts to align with India's net-zero target. We conduct GHG accounting in accordance with the Greenhouse Gas Protocol, using a comprehensive data management system and selecting boundaries based on operational

control. Emission data is aggregated, reported, and verified by third parties to ensure transparency and accuracy. Air emissions—such as Sulfur Oxides (SOx), Nitrogen Oxides (NOx), Particulate Matter (PM), and SF<sub>6</sub>—are substantial in our generation business due to the nature of operations, but not in our distribution business, where sources are largely outsourced and outdoors. As an environmentally conscious company, we ensure these emissions are measured and verified.



During the year, we maintained SOx, NOx, and PM emissions below normative levels. For further details, please refer to the Annexure.

## Integration of renewable energy

We are steadily increasing the integration of green energy to power our operations while expanding the supply of renewable power for customers through our subsidiary, Purvah Green.

We have installed renewable capacity to the tune of 633 kWp at our distribution substations and generating stations to power our own operations.

Some of our operational projects are mentioned alongside:

### I. RE projects for own operation in Generation

<b>BBS</b>	18 kW solar panel system on the roof of the garage to optimise space.
<b>SGS</b>	3x15 kW micro-hydel project to support APC
<b>HEL</b>	30 kWp rooftop solar plant, a battery-operated vehicle, and 500W solar garden lights
<b>CPL</b>	30 kW (peak) solar power system and a 2 kW integrated wind-solar plant
<b>DIL</b>	10 kW solar power system

## II. RE projects for own operation in Distribution

<b>CESC Kolkata</b>	5.1 kW roof top wind turbine with grid connection at Princep Street substation
	100 kW floating solar plant with 218 kWh Battery Energy Storage System (BESS)
<b>NPCL</b>	395 kW solar rooftop power system

## Fuel diversification

In addition to RE integration, we also focus on fuel diversification. This is use of low-carbon fuels like biomass pellets made from agro-residues is a part of our strategy to decarbonise power generation. We aim to partially replace coal at select stations with such alternate fuels. During the year as a part of our transition to clean fuel, we had a trial run of co-firing 124.7 MT of biomass with coal, using non-torrefied agro-based pellets in two of our generating sites. Additionally, We continued expanding the use of electric vehicles across our sites as part of our transition to greener operations. During the year, 13 new EVs—including e-buses for internal commute, e-cars, and e-autos—were introduced at our generation sites.



## Expanding green buildings

**29** *certified green buildings*

In the reporting year we have 29 certified green buildings spanning more than 5 million sq.ft across our generation and distribution business with two new addition in CESC kolkata and six additions in substations in NPCL. Key upgrades included LED lighting, smart metering, rainwater harvesting, energy-efficient HVAC systems, and the use of recycled materials.



# Water Management

Water is a critical resource in power generation and distribution, used for cooling systems, steam generation, earthing purposes and other operational processes. We use water judiciously by improving usage efficiency, recycling and reuse where feasible and implementing zero liquid discharge systems.

## Water withdrawal

The primary source of water for our operations is surface water and supply from third-party providers. The water from various sources undergo treatment to be further used in boiler operations and other processes. All our generation and distribution sites maintain water balance diagrams and conduct internal checks to minimise leakages and increase the replacement of fresh water usage.

During the year our average specific water consumption was lower than the industry benchmark of 2.5 kL/MWh and national benchmark of 3.5 m<sup>3</sup>/MWh. We are also zero liquid discharge in 3 out of 5 of our thermal generation plants with a new addition during the year.

2 kL/MWh specific water consumption below industry benchmark

## Water conservation at CESC

As a part of our endeavour to use fresh water judiciously we implemented 6 areas of water conservation across our generation and distribution such as -

### 1. Water conservation through periodic water stress assessment of operations

We use the WRI Aqueduct tool, developed by the World Resources Institute, to assess and manage water-related risks in high-stress regions. At our DIL generation station, located in a water-stressed area, we actively reuse and repurpose water to reduce fresh water consumption. An in-house effluent treatment plant supplies treated water for gardening, road cleaning, and watering the Miyawaki forest, contributing to conservation efforts. During the year, the site established strategic water management objectives and successfully achieved Zero Liquid Discharge (ZLD) status.

### 2. Water conservation through process optimisation and retrofitting

We have installed automatic water level control system shuts off the motor when no water flow is detected, preventing wastage and saving energy. Wireless technology has also been installed for drinking water pumps to prevent overflow. At one of our generating station, BBGS, we installed a 100-litre-per-day atmospheric air-to-water generator in the canteen premisses to extract moisture from ambient air and convert it into potable water for diners and reduce dependence on fresh supplies.

### 3. Water conservation through restoration of nature

In our distribution business, we at NPCL successfully restored a defunct one-acre pond that had long been neglected. Through desilting, strengthening the boundary, creating natural inlets and outlets for improved water flow, and planting native vegetation around its perimeter, the pond was revitalized. It is now estimated to conserve approximately 4.1 million litres of water annually through rainwater collection and percolation, while also contributing to the reduction of the urban heat island effect.

### 4. Water conservation through rainwater harvesting

We understand that expanding rainwater harvesting (RWH) capabilities across our operations is essential to reducing reliance on fresh water sources. Harvested rainwater is used for cooling processes, ash handling, landscaping, dust control, gardening, and other operational needs. At NPCL, we have implemented a rainwater harvesting system that, in FY 2025, enabled the collection of approximately 64,002 kilolitres of rainwater, significantly contributing to our water sustainability initiatives.

14,13,992 kL rainwater harvested

### 5. Water conservation through 3 R concept

Reducing dependency on fresh water and promoting reuse, in line with State Pollution Control Board (SPCB) regulations, is central to our circularity commitment. Our effluent treatment systems combine physical, chemical, and biological processes to ensure discharged water meets stringent environmental standards. All generation sites are equipped with sewage and effluent treatment plants, with treated water reused for gardening, road cleaning, and sanitation. Reverse osmosis (RO) plants further condition wastewater for Cooling Tower Blowdown and fly ash slurry preparation. We've also initiated reuse of boiler bottom ash quenching water and implemented brackish water utilisation under the 3R concept.

### 6. Water conservation through ZLD implementation

We have implemented ZLD in three out of five generation sites with plans to cover the remaining

two sites as well, which are currently zero effluent discharge.

3 out of 5 generation sites are ZLD

Treated sewage water is reused adhering to regulations after removing oil, grease, and chemical particulates in cooling towers, plant service water, and fire suppression systems. Our distribution offices use water solely for domestic purposes and do not contribute to environmental discharge.





Waste Management

As a responsible power utility, we are committed to effective waste management through our circularity principles. Our generation and distribution operations generate both hazardous and non-hazardous waste,including plastic waste, e-waste, biomedical waste, construction and demolition (C&D) waste, metal and other scraps and ash.

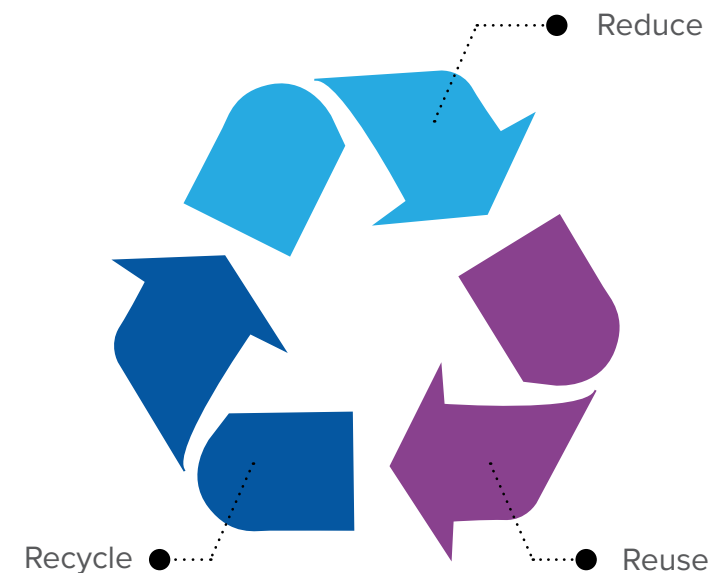
Effective waste handling

At CESC, we prioritise effective waste management through proper labelling, segregation, storage, and disposal of all generated waste. Non-hazardous waste from our operations is segregated and responsibly disposed of through authorised vendors, helping minimise landfill use and ensuring compliance with



national and state regulations. Hazardous waste is safely stored, treated, and disposed of by certified agencies in accordance with applicable norms. To ensure robust monitoring, we maintain comprehensive internal and external documentation for each waste category and continuously strive toward achieving zero waste to landfill in the coming years.

3R concept at CESC -reuse, recycle and recover



We have introduced initiatives to recover and reuse resources across operations. Metallic scrap is reused in production where feasible. All generation sites have automatic composters that convert kitchen waste into manure within 24 hours for in-house horticultural use, and biogas plants that process food and garden waste to produce gas for canteen operations. Used mineral oil from distribution transformers is reclaimed and reused in On-Load Tap Changers (OLTCs), reducing the need for new oil and promoting responsible resource use.

57.23% of the generated waste is recycled and reused

We also refurbish old distribution transformers and return them to the power network, extending their operational life and reducing material waste.

Managing ash

We understand that Ash being a natural byproduct of coal combustion in thermal power generation, if not managed responsibly, it can lead to air and water pollution. We manage ash through safe collection, storage, and reuse to reduce emissions and avoid contamination. All generation sites reuse bottom ash as a substitute for natural river sand, a method successfully tested in concrete road construction and granted a patent in October 2022.

100% ash utilization

Fly ash	A fine particulate matter that is effectively captured by ESP before flue gases are released.
Bottom ash	A denser material that settles at the base of the boiler and is collected in hoppers for safe handling.





Biodiversity

We are committed to protecting and enhancing natural habitats across all our operations, aiming not just for sustainability but for a net-positive impact on ecosystems. As part of our endeavour to achieve this across our generation and distribution businesses, we have undertaken multiple initiatives, including:

Developing urban forests

We are expanding urban forests across our generation sites to enhance biodiversity and climate resilience. These forests not only improve local microclimates but also serve as vital habitats for native flora and fauna.

~1,52,202 native trees planted accross ~6 Acres of land within our premises and nearby our operations

At DIL, a 4,653 sq. meter Miyawaki forest with 13,535 trees from 35 native species has been developed, significantly lowering ambient temperatures and enriching the local ecology. Similar efforts have been undertaken at other sites: BBGS features a 1,600 sq. meter forest with 5,500 trees, SGS has developed a 1,000 sq. meter area with 3,500 trees, and HEL has planted 5,600 trees across 3,600 sq. meters.



What is a Miyawaki Forest?

A Miyawaki forest is a dense, fast-growing, and biodiverse native forest developed using the method pioneered by Japanese botanist Dr. Akira Miyawaki. This technique involves planting a variety of native species close together in a small area, mimicking the natural layering of forests. The result is a self-sustaining ecosystem that matures rapidly—often within 20 to 30 years instead of the usual 200 to 300 years.



Biodiversity park with native species

In our distribution business, NPCL has developed a 3-acre biodiversity park featuring over 2,000 native trees, including fruit-bearing, flowering, and medicinal species. This green space plays a vital role in supporting pollinators and small wildlife, while also fostering community engagement in conservation efforts. Designed to reflect the richness of local ecosystems, the park serves as a living classroom for ecological awareness and a sanctuary for native biodiversity.

Medicinal gardens at every generation site

All generation plants feature dedicated medicinal gardens that promote biodiversity and preserve traditional ecological knowledge. At DIL, a 2.5-acre garden houses 840 medicinal plants, including a red sandalwood grove. These gardens include a variety of commonly known Indian medicinal plants such as Tulsi (Holy Basil), Neem, Ashwagandha, Amla (Indian Gooseberry), and Brahmi, which are valued for their therapeutic properties and cultural significance. The similar spaces are developed in the other generation sites, which serve as educational resources for promoting awareness of India’s rich heritage in natural healing.





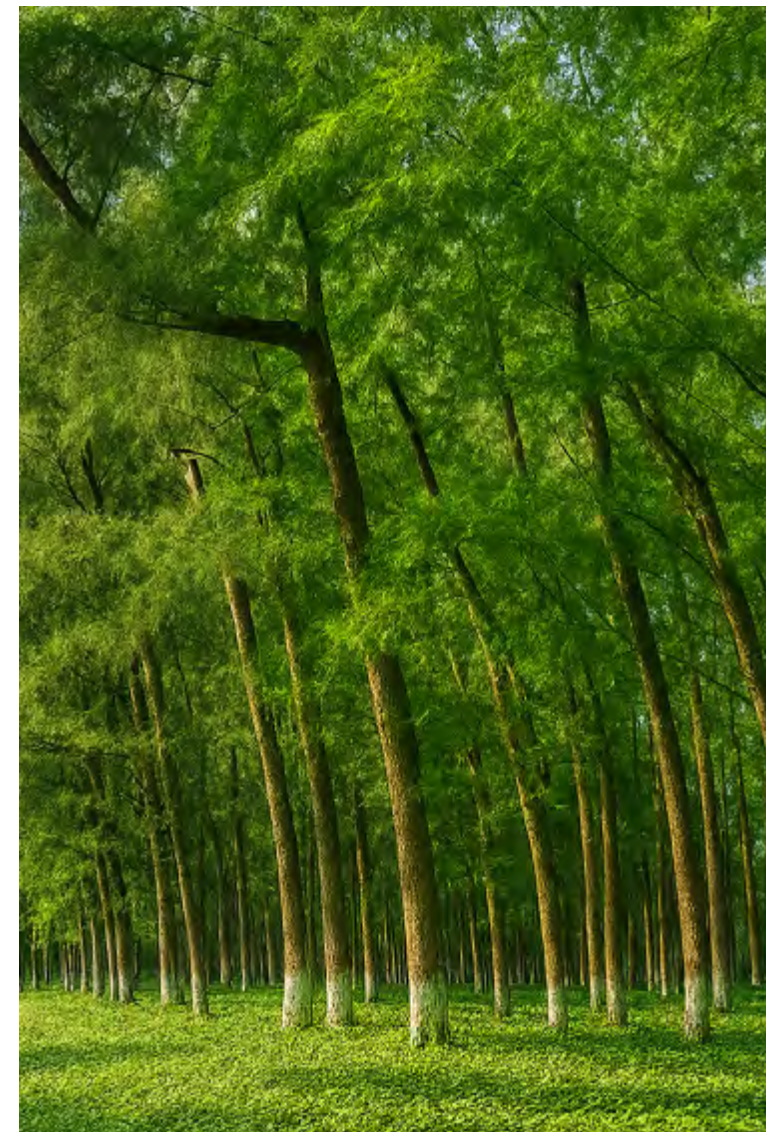


### In-house butterfly garden

Butterfly gardens have been established at generation sites to support pollinator habitats and enhance ecological diversity. These gardens serve as micro-reserves for native flora and fauna, contributing to environmental education and awareness. Some commonly available butterfly species within the garden area include Common Mormon, Lime Butterfly, Plain Tiger, Common Jezebel, and Blue Tiger.

### Natural barriers and air-filtering species near ash handling areas

To mitigate air pollution and enhance ecological resilience, we have introduced natural barrier trees and air-filtering plant species around ash handling zones. These green buffers help trap airborne particles, improve air quality, and support biodiversity. At DIL, species such as red sandalwood and other native air-purifying plants have been strategically planted to serve both environmental and aesthetic functions.



### Exploring azolla cultivation for carbon sequestration

We are exploring Azolla cultivation as a nature-based solution to strengthen carbon sequestration and restore ecological balance. This fast-growing aquatic fern absorbs atmospheric carbon efficiently and supports biodiversity, contributing to our broader climate resilience and sustainability goals across the generation sites.

### Quiet zones for wildlife protection

To safeguard sensitive wildlife, noise pollution reduction measures have been implemented across generation sites. These efforts are particularly crucial for species like the monitor lizard, which are highly sensitive to sound disturbances. By minimizing industrial noise, we help preserve their natural behaviour and habitat stability, reinforcing our commitment to biodiversity-friendly operations.

### Turning invasives into assets

At HEL, an innovative and sustainable solution has been introduced to tackle the spread of invasive water hyacinth. The plant is being converted into bio-fertiliser, turning an ecological challenge into a resource that supports green belt development. This initiative not only improves soil health but also exemplifies our approach to circular environmental practices and ecosystem restoration.

### Environmental impact assessments

We integrate EIAs into the planning and design of all new projects to assess and mitigate potential impacts on biodiversity. This ensures responsible land use and conservation of native species throughout the project lifecycle.

### TNFD study with CII

One of our generation site being identified as habitat for 37 species listed by the International Union for Conservation of Nature (IUCN) partnered with CII to conduct a Task Force on Nature-related Financial Disclosures (TNFD) study, assessing biodiversity impacts and dependencies. The initiative includes carbon sequestration studies and measures to protect IUCN-listed species around the plant.

### Expanding green belt

Green belts are being expanded across generation sites to act as natural barriers against pollution and support biodiversity. Over 1,20,000 trees have been planted at BBGS, while CPL distributed 600 saplings to nearby villagers to promote community afforestation.

### Natural Capital |

**Going Forward : We continue advancing toward complete ZLD and zero waste to landfill, while strengthening biodiversity through Miyawaki forests, native plantations, and 100% ash utilization. A shift to cleaner energy via EVs, electric cooking, biofuels, and efficiency will shape a regenerative, low-impact future rooted in circularity and nature-positive growth.**



## At a glance- Biodiversity at CESC





# FORWARD LOOKING STATEMENT

We are committed to shaping a greener tomorrow by accelerating renewable energy generation, expanding our capacity, and integrating cleaner and greener fuels to lower auxiliary consumption. Our future plans focus on enhancing generation efficiency, investing in advanced storage, and deploying smart distribution technologies to strengthen grid resilience. Alongside our growth ambitions, we remain deeply invested in our people, with major focus areas including employee safety, continuous

development, and fostering diversity beyond gender. We are advancing sustainability through effective ash and toxic waste management, adoption of zero liquid discharge facilities, and other resource-efficient practices. Guided by strong ESG principles and regulatory compliance, we aim to deliver reliable, affordable, and environmentally responsible power. We continuously endeavour to be a future-ready energy provider, driving inclusive growth while creating long-term value for all stakeholders.



# Key Contributors to the report from CESC & Subsidiaries and RPSG

Mr. Abhijit Roy	Ms. Arpita Almal	Ms. Meghna Dosi	Mr. Shankha Bannerjee
Mr. Alok Gupta	Mr. Biplab Saha	Dr. Neepa Sharma	Ms. Sudarshana Sanyal
Mr. Amit Dev	Ms. Divya Deep	Mr. Nitesh Nath	Mr. Sudip Paul
Mr. Amit Sil	Mr. Dhrubajyoti Chatterjee	Mr. Rajarshi Ghosh	Mr. Suhas Chakraborty
Mr. Amitesh Roy	Mr. Hemant Nimkar	Mr. Sandeep Kashyap	Mr. Sujit Pathak
Mr. Anirban Chowdhury	Mr. Jagdish Patra	Mr. Sanjiv Kumar Bariar	Mr. Sumit Mali
Mr. Arijit Mitra	Mr. Jaideep Hada	Mr. Sanjoy Adhikari	Mr. Surajit Roy
Mr. Arnab Kundu	Mr. Kishloy Ranjan	Dr. Sanjoy Chakraborty	Mr. Tapas Simlai
Mr. Arnab Guha	Dr. Lokesh Kumar	Mr. Saranath Banerjee	Mr. Ujjal Sur
Mr. Arindam Sanyal	Mr. Manoranjan Misra	Mr. Sayak Chatterjee	Mr. Utkarsh Sobti







# ANNEXURE



# ANNEXURE 1: DATA COMPARISON TABLE

KPIs	UoM	FY 2025	FY 2024
Environment			
Materials used by weight or volume	MT	1,09,42,764	1,04,62,084
Total energy consumed	GJ	15,08,19,133	15,45,79,014
Total Scope 1 emission*	tCO2	1,44,72,137	1,43,27,460
Total Scope 2 emission	tCO2	28,745	17,249
Air emission: SOx	MT	91,622	1,00,235
Air emission: NOx	MT	23,549	36,229
Air emission: PM	MT	2,060**	2,154
Total water withdrawal	kL	10,66,34,211	14,03,62,674
Total water consumption	kL	3,18,07,048***	98,70,154
Total water discharge	kL	7,48,27,162	10,85,08,163
ZLD	%	60%	60%
Rain water harvesting	kL	14,13,992	9,39,137
Total waste generated	MT	542	588
Fly ash utilization	%	100	100
Auxiliary Power Consumption	%	7.5	8
Social			
Total number of permanent workforce	Nos.	7,273	7,452
Total number of female in permanent workforce	Nos.	637	594
Total number of male in permanent workforce	Nos.	6,636	6,896
Total number of permanent employees below 30	Nos.	787	671

\* Includes SF6 leakage emissions    \*\*Lord Sinha road data of Kolkata distribution has not been considered for FY 2025    \*\*\*Rise reflects comprehensive data tracking with improved coverage.



KPIs	UoM	FY 2025	FY 2024
Total number of permanent employees between 30-50	Nos.	3,217	3,204
Total number of permanent employees above 50	Nos.	3,269	3,577
Employee Hiring rate	%	5	4
Employee turnover rate	%	9	8
Number of fatalities in permanent employees	Nos.	0	0
LTIFR	Ratio	1.46	1.36
Overall average hours of training per employee	Hours	12.90	19.00
Percentage of employees receiving regular performance and career development reviews	%	100	100
Critical suppliers screened for ESG criteria by number)	%	2.10	4.7
Customer bill payments from digital platforms	%	85	80
Governance			
Number male in Board of Directors	Nos.	9	10
Number of females in Board of Directors	Nos.	1	1
Confirmed incidents of corruption and actions taken	Nos.	0	0



# ANNEXURE 2: DATA TABLE

GRI topics	GRI disclosures	UoM	FY 2025
General disclosure 2021	2-7 Employees and 2-8 Workers who are not employees		
	Total number of permanent workforce	Nos.	7,273
	Total number of female in permanent workforce	Nos.	637
	Total number of male in permanent workforce	Nos.	6,636
	Total number of other than permanent workforce	Nos.	2,456
	Total number of females in other than permanent workforce	Nos.	14
	Total number of males in other than permanent workforce	Nos.	2,442
	Total number of permanent employees below 30	Nos.	787
	Total number of permanent employees between 30-50	Nos.	3,217
	Total number of permanent employees above 50	Nos.	3,269
	3-1 Process to determine material topics		Refer to page 28
	3-2 List of material topics		Refer to page 28
	3-3 Management of material topics		Refer to page 28
Market Presence 2016	202-2 Proportion of senior management hired from the local community	%	100%
Procurement Practices 2016	GRI 204-1 Proposition of spending on local suppliers	%	77%
Anti-Corruption 2016	GRI 205-1 Operations assessed for risks related to corruption	%	100%
	GRI 205-2 Communication and training about anti-corruption policies and procedures	%	100%
	GRI 205-3: Confirmed incidents of corruption and actions taken	Nos.	0
Materials 2016	GRI 301-1 Materials used by weight or Volume	MT	1,09,42,764



GRI topics	GRI disclosures	UoM	FY 2025
Energy 2016	<b>GRI 302-1 Energy consumption within the organization</b>		
	Total fuel consumed from renewable sources	GJ	1,713
	Total electricity consumed from renewable sources	GJ	2,340
	Total fuel consumed from non-renewable sources	GJ	15,06,72,834
	Total electricity consumed from non-renewable sources	GJ	1,42,246
	GRI 302-3 Energy intensity by operational revenue	GJ/ INR Crore	8,871.19
	GRI 302-3 Energy intensity by physical output	GJ/MU	9,646.20
Water	ZLD Implementation	%	60%
	Rainwater harvested	kL	14,13,992
	GRI 303-3 Water withdrawal	kL	10,66,34,211
	GRI 303-4 Water discharge	kL	7,48,27,162
	GRI 303-5 Water consumption	kL	3,18,07,048
Emissions 2016	GRI 305-1 Direct (Scope 1) GHG emissions	tCO2	1,44,72,137
	GRI 305-2 Energy indirect (Scope 2) GHG emissions	tCO2	28,745
	GRI 305-4 GHG emissions intensity by operational revenue	tCO2/INR Crore	852.94
	GRI 305-4 GHG emissions intensity by physical output	tCO2/MU	927.46
	<b>GRI 305-7 Nitrogen Oxides (NOx), Sulfur Oxides (SOx) and other significant air emissions</b>		
	Nitrogen Oxides (NOx)	MT	23,549
	Sulfur Oxides (SOx)	MT	91,622
	Particulate Matter (PM)	MT	2,060



GRI topics	GRI disclosures	UoM	FY 2025
GRI 306: Waste 2020	GRI 306-3 Waste Generated	MT	542
	Plastic waste	MT	23
	E-waste	MT	61
	C&D waste	MT	42
	Battery waste	MT	10
	Used oil	MT	250
	Waste resin	MT	1
	Oil soaked cotton/jute waste	MT	2
	Other non-hazardous waste	MT	127
	Other hazardous waste	MT	26
	GRI 306-4 Waste diverted from disposal	MT	310
	GRI 306-5 Waste directed to disposal	MT	232
	Fly Ash generated	MT	33,70,982
	Bottom Ash generated	MT	4,28,487
Supplier Environmental Assessment 2016	GRI 308-1 New Suppliers that were screened using environmental criteria	%	0
	GRI 308-2 Negative environmental impacts in the supply chain and actions taken		None
Employment 2016	GRI 401-1 New employee hires and employee turnover		
	Hiring rate	%	5%
	Turnover rate	%	9%
	GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees		Refer to page 43
	GRI 401-3 Parental leave		
	Return to work rate	%	82%
	Retention rate	%	100%



GRI topics	GRI disclosures	UoM	FY 2025
Labor/ Management Relations 2016	GRI 402-1 Minimum notice periods regarding operational changes	No. of days	90 days
HIRA Coverage		%	100%
Incident Investigation Coverage		%	100%
GRI 403: Occupational Health and Safety 2018	GRI 403-4 Worker participation, consultation, and communication on occupational health and safety	%	100%
	GRI 403-5 Worker training on occupational health and safety	Hrs.	93,814
	GRI 403-8 Workers covered by an occupational health and safety management system	%	100%
	GRI 403-9 Work-related injuries - LTIFR	Ratio	1.46
	GRI 403-10 Work-related ill health	Numbers	0
Training and Education 2016	GRI 404-1 Average hours of training per year per employee	Hrs.	12.90
	GRI 404-3 Percentage of employees receiving regular performance and career development reviews	%	100%
Diversity and Equal Opportunity 2016	GRI 405-1 Diversity of governance bodies and employees	%	Male: 9 Female: 1
Non-discrimination 2016	GRI 406-1 Incidents of discrimination and corrective actions taken	Nos.	0
Freedom of Association and Collective Bargaining 2016	GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Nos.	0
Child Labour 2016	GRI 408-1 Operations and suppliers at significant risk for incidents of child labour	Nos.	0
Forced or Compulsory Labour 2016	GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Nos.	0
Security Practices 2016	GRI 410-1 Security personnel trained in human rights policies or procedures	%	100
Rights to Indigenous Peoples 2016	GRI 411-1 Incidents of violations involving rights of indigenous peoples	Nos.	0
Local Communities 2016	GRI 413-1 Operations with local community engagement, impact assessments, and development programs	lives impacted	4,37,483
	GRI 413-2 Operations with significant actual and potential negative impacts on local communities	Nos.	0
Supplier Social Assessment 2016	GRI 414-1 New suppliers that were screened using social criteria	%	0
	GRI 414-2 Negative social impacts in the supply chain and actions taken	Nos.	0
Customer Privacy 2016	GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Nos.	0



# ASSURANCE STATEMENT



Ernst & Young Associates LLP  
22 Camac Street,  
3rd Floor, Block- 'C'  
Kolkata-700016,  
India

Tel: +91 22 6192 0000  
Fax: +91 22 6192 3000  
ey.com

## Independent practitioner’s assurance report

The Management and Board of Directors  
CESC Limited  
RP Sanjiv Goenka Group  
CESC House, Chowringhee Square  
Kolkata, West Bengal - 700001

### Scope

We have been engaged by CESC Limited to perform a ‘Limited assurance engagement,’ as defined by International Standards on Assurance Engagements 3000 (Revised), hereafter referred to as the engagement, to report on the select ESG Key Performance Indicators (KPIs) (the “Subject Matter”), contained in CESC Limited ESG Report, as of 29 October 2025 for the year ended 31 March 2025 for the period from 01 April 2024 to 31 march 2025 in accordance with the GRI Standard (“the Report”) as included in Annexure 1.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

### Criteria applied by CESC Limited

In preparing the subject matter, CESC Limited, applied the Global Reporting Initiative (GRI) Standards, hereafter referred to as “Criteria”. As a result, the subject matter information may not be suitable for another purpose.

### CESC Limited’s responsibilities

CESC Limited's management is responsible for selecting the Criteria, and for presenting the select ESG KPIs contained within the ESG Report in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

### EY’s responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the *International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information* (‘ISAE 3000 (Revised)’), and the terms of reference for this engagement as agreed with CESC Limited on 03 March 2025.

Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.



We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

### Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, *Quality Management for Firms* that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

### Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management’s internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the ESG KPIs and related information and applying analytical and other appropriate procedures.

### Our procedures included:

- Obtained an understanding of the subject matter and related disclosures. Made inquiries of Company’s management, including those responsible for preparing the subject matter and those with the responsibility for managing the Company’s ESG Report. Checking of consistency of data / information against select ESG KPI’s contained in the ESG Report.
- Obtained an understanding of the key systems and processes for recording, processing and reporting on the subject matter at below locations /offices on a sample basis;

S.No.	Entity	Geography
1.	CESC Limited Budge Budge Generating Station	Kolkata, West Bengal
2	CESC Limited Southern Generating Station	Kolkata, West Bengal
3	Haldia Energy Limited	Haldia, West Bengal
4	Dhariwal Infrastructure Limited	Chandrapur, Maharashtra
5	Crescent Power Limited	West Bengal, India
6	Purvah Green Power Private Limited	New Delhi, India
7	CESC Limited Kolkata Distribution	Kolkata, West Bengal
8	Noida Power Company Limited	Noida, Uttar Pradesh
9	Kota Electricity Distribution Limited	Kota, Rajasthan
10	Bikaner Electricity Supply Limited	Bikaner, Rajasthan
11	Bharatpur Electricity Services Limited	Bharatpur, Rajasthan





12	Malegaon Power Supply Limited	West Bengal, India
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- Undertook analytical procedures of the data and made inquiries of management to obtain explanations for any significant differences we identified.
- Tested, on a sample basis, underlying source information to check the accuracy of the subject matter.
- Evaluated the reasonableness and appropriateness of significant estimates and judgements made by the Company's management in the preparation of the subject matter.
- Obtained representations from Company's management.

We also performed such other procedures as we considered necessary in the circumstances.  
The assurance scope excludes:

- Data and information outside the defined reporting period: April 01, 2024 – March 31, 2025;
- Data and information on economic and financial performance of the Company;
- Data, statements and claims already available in the public domain through Annual Report, or other sources;
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim or future intention;
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters;
- Aspects of the GRI and the data/information (qualitative or quantitative) included in the GRI other than the Identified Sustainability Information.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that need to be made the subject matter as of 29 October 2025 for the year ended 31 March 2025 for the period from 01 April 2024 to 31 March 2025, in order for it to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of CESC Limited and is not intended to be and should not be used by anyone other than those specified parties.

Ernst & Young Associates LLP



29 October 2025  
Kolkata, India



Annexure 1

GRI topics	GRI disclosures
General disclosure 2021	2-7 Employees
	2-8 Workers who are not employees
Material topics	3-1 Process to determine material topics
	3-2 List of material topics
	3-3 Management of material topics
Market Presence 2016	202-2 Proportion of senior management hired from the local community
Procurement Practices 2016	GRI 204-1 Proposition of spending on local suppliers
Anti-Corruption 2016	GRI 205-1 Operations assessed for risks related to corruption
	GRI 205-2 Communication and training about anti-corruption policies and procedures
	GRI 205-3: Confirmed incidents of corruption and actions taken
Materials 2016	GRI 301-1 Materials used by weight or Volume
Energy 2016	GRI 302-1 Energy consumption within the organization
	GRI 302-3 Energy intensity
Water and Effluents 2016	GRI 303-3 Water withdrawal
	GRI 303-4 Water discharge
	GRI 303-5 Water consumption
Emissions 2016	GRI 305-1 Direct (Scope 1) GHG emissions
	GRI 305-2 Energy indirect (Scope 2) GHG emissions
	GRI 305-4 GHG emissions intensity
	GRI 305-7 Nitrogen Oxides (NOx), Sulfur Oxides (SOx) and other significant air emissions
Waste 2020	GRI 306-3 Waste Generated
	GRI 306-4 Waste diverted from disposal
	GRI 306-5 Waste directed to disposal
Supplier Environmental Assessment 2016	GRI 308-1 New suppliers that were screened using environmental criteria
	GRI 308-2 Negative environmental impacts in the supply chain and actions taken
Employment 2016	GRI 401-1 New employee hires and employee turnover
	GRI 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees
	GRI 401-3 Parental leave
Labor/ Management Relations 2016	GRI 402-1 Minimum notice periods regarding operational changes
Occupational Health and Safety 2016	GRI 403-4 Worker participation, consultation, and communication on occupational health and safety
	GRI 403-5 Worker training on occupational health and safety
	GRI 403-8 Workers covered by an occupational health and safety management system
	GRI 403-9 Work-related injuries





	GRI 403-10 Work-related ill health
	GRI 404-1 Average hours of training per year per employee
Training and Education 2016	GRI 404-3 Percentage of employees receiving regular performance and career development reviews
Diversity and Equal Opportunity 2016	GRI 405-1 Diversity of governance bodies and employees
Non-discrimination 2016	GRI 406-1 Incidents of discrimination and corrective actions taken
Freedom of Association and Collective Bargaining 2016	GRI 407-1Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk
Child Labour 2016	GRI 408-1Operations and suppliers at significant risk for incidents of child labour
Forced or Compulsory Labour 2016	GRI 409-1Operations and suppliers at significant risk for incidents of forced or compulsory labour
Security Practices 2016	GRI 410-1 Security personnel trained in human rights policies or procedures
Rights to Indigenous Peoples 2016	GRI 411-1 Incidents of violations involving rights of indigenous peoples
Local Communities 2016	GRI 413-1 Operations with local community engagement, impact assessments, and development programs
	GRI 413-2 Operations with significant actual and potential negative impacts on local communities
Supplier Social Assessment 2016	GRI 414-1New suppliers that were screened using social criteria
	GRI 414-2 Negative social impacts in the supply chain and actions taken
Customer Privacy 2016	GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data



REGISTERED OFFICE

**CESC HOUSE**

Chowringhee Square, Kolkata 700001

Phone: (033) 2225 6040 (10 line), 2204 0300, 6634 0300

Fax: (033) 2225 5155

CIN: L31901WB1978PLC031411

Email: [secretarial@rpsg.in](mailto:secretarial@rpsg.in)

Website: [www.cesc.co.in](http://www.cesc.co.in)