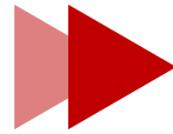




WINNING THE TALENT WAR TO SUSTAIN RAPID GROWTH IN THE RENEWABLE ENERGY SECTOR

ROUNDTABLE FACILITATED
BY ISHWA CONSULTING

SUMMARY REPORT



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WINNING THE TALENT WAR TO SUSTAIN RAPID GROWTH IN THE RENEWABLE ENERGY SECTOR

The roundtable brought together leaders and experts from the renewable energy industry and human resources domain to discuss the intersection of talent and sustainable energy.

Focused discussions gave insights on building a skilled talent pool, thereby driving the growth and long-term success of renewable energy projects.

The report unlocks key strategies to address talent challenges in the renewable energy sector:

- ✓ **Attract Skilled Talent**
- ✓ **Training and Development**
- ✓ **Talent Retention**
- ✓ **Leadership Development**
- ✓ **Diversity and Inclusion**



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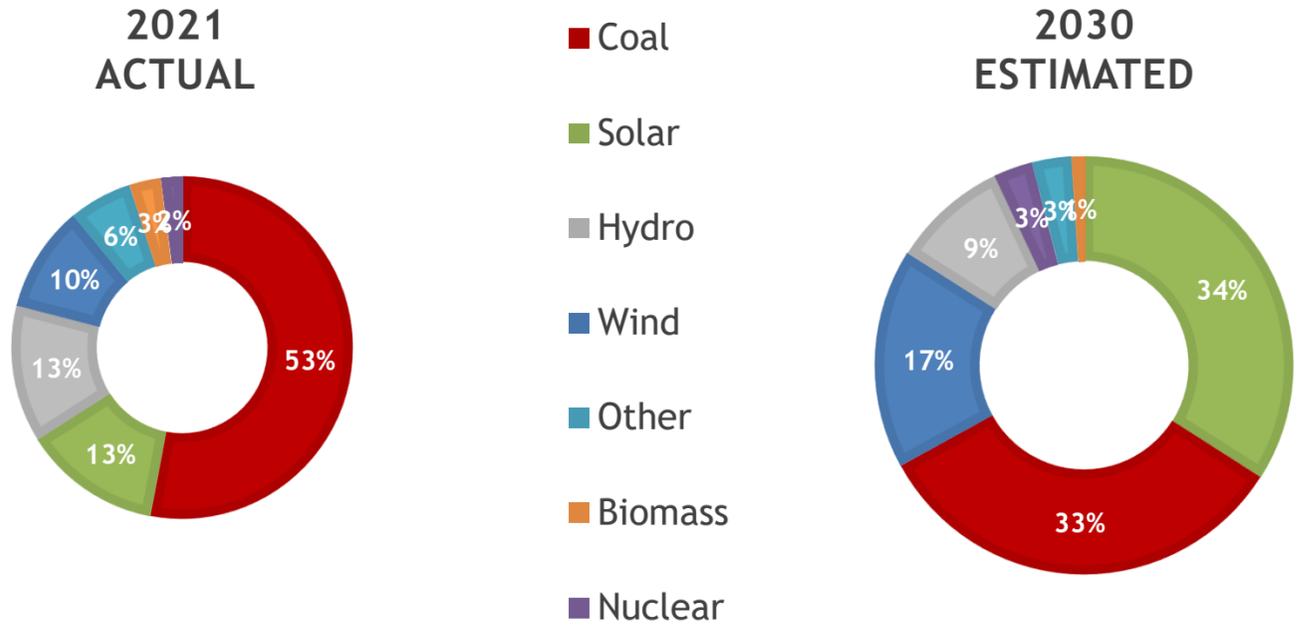
ishwa
WHERE PEOPLE MATTER

The renewable energy sector stands on the brink of unprecedented exponential growth..

India's announcement that it aims to reach net zero emissions by 2070 and to meet fifty percent of its electricity requirements from renewable energy sources by 2030 is a significant moment for the global fight against climate change.



SOLAR AND WIND ENERGY TO FUEL MOST OF THE POWER CAPACITY



..however, the sector faces a spectrum of business challenges



Intermittency and Grid Stability Challenges

Variations in weather conditions can lead to fluctuations in solar and wind energy output, making it necessary to integrate backup systems



Reliance on Import of Solar Panels

India has been heavily reliant on importing solar panels, accounting for more than 75% of its installed capacity



Investment in New Technology

Industry participants should invest aggressively in new and emerging solar technologies and to promote R&D particularly in renewable energy storage technology



Solar Power Efficiency & Reliability

Technology experts are in a constant pursuit of achieving higher efficiencies while reducing the costs



Land Availability

Though rooftop solar and micro-grids have picked up immensely in the last few years, availability of land for setting up multi-MW solar parks is the biggest challenge



Policy Ecosystem

Experts agree that there is a need to reform policies at the central and state level, so that SMEs working in this field can be encouraged to move forward



Talent Challenges



The renewable energy sector is currently facing significant talent challenges as it strives to meet the growing demand for sustainable energy solutions

-  **Huge Talent Demand**
-  **Skill Gap**
-  **High Cost of Talent**
-  **Talent Attrition**
-  **Missing Thought Leadership**
-  **Underrepresentation of Women**



Huge Talent Demand



India is witnessing a remarkable surge in the demand for talent in its renewable energy sector. The country has set ambitious goals to increase the share of renewable energy in its energy mix, making it one of the world's largest and fastest-growing markets for renewable energy development.

India's solar and wind energy sectors employ 164,000 workers as of FY22, showing a 47 percent increase from FY21.

India can potentially create about 3.4 million jobs in this sector by 2030.

"We are looking for skilled talent but we are not able to find specialized talent. As there is this gap, we end up paying extra."

Shashank Adlakha, Chief Operating Officer, HYGenco



Skill Gap

As renewable energy projects proliferate, the need for skilled professionals with expertise in various aspects of the industry has become more pronounced. Unfortunately, **the available pool of qualified and experienced candidates has not kept pace with the burgeoning requirements, leading to a talent scarcity.**

The reasons contributing to the shortage of trained manpower in the sector are:

- The sector's exponential growth has outpaced the development of **specialized educational programs and training courses dedicated to renewable energy technologies**
- The industry demands a **unique skill set that differs from traditional fossil fuel-based energy sectors**
- **Emergence of new sectors** like solar module and battery cell manufacturing, hybrid configurations of projects, recycling, requires workers with advanced analytical and business skills along with new technical skills like solid state manufacturing, equipment engineering and robotics



High Cost of Talent



High cost of talent, primarily due to:

- **Growing Demand:** the heightened demand for renewable energy projects created a need for skilled professionals
- **Specialized Skills:** the sector requires professionals with specialized skills. Such skills are short in supply, leading to higher wages for qualified candidates
- **Innovation and Research:** R&D professionals with expertise in innovation, engineering, and research are sought after, driving up the cost of talent
- **Competition:** with more players and startups entering the market, demand for skilled individuals increased. This led to higher compensation packages to attract and retain top talent
- **Global Exposure:** professionals with experience in international markets and cross-border projects are often in high demand. Global experience contributes to higher salaries
- **Regulations and Compliance:** professionals with expertise in legal and regulatory tend to command higher salaries due to their specialized knowledge



Talent Attrition

Factors contributing to talent retention challenges are:

- **Employees being lured away by better offers**, given the skill shortage the sector experiences
- **Competition from other industries** is making talent move away from the renewable sector with higher compensation and perceived job stability
- Being a heavily investor-driven sector, where the focus is primarily on financial metrics like ROI, **maintaining a healthy organizational culture and prioritizing the well-being of employees** continues to be a challenge
- The **high-pressure environment** in the sector leads to **burnout** if work-life balance is not prioritized. Employees leave for roles that offer better work-life integration
- The **remote location** of renewable energy sites is a challenge for a part of workforce



Missing Thought Leadership



The sector also grapples with **shortage of talent at the thought leadership and strategy level**.

Investor driven companies often face pressure to deliver strong financial performance to satisfy investor expectations.

A short-term focus on financial performance and immediate business results can sometimes lead to a lack of emphasis on creating and communicating a long-term vision.

This can result in **employees feeling disconnected** from a larger purpose and direction.

“Having both technical and cultural skills in leaders is really good, but there's a clear lack of this kind of leadership.”

Kamaljeet Kaur, Chief People Officer, Gensol Group



Underrepresentation of Women

The industry still grapples with gender imbalance, particularly in field roles that often find themselves in remote locations.

While women have made inroads into office-based roles, this is yet to translate into broader diversity across all facets of the sector.

For instance, *Women account for an estimated 11% of the workforce in the rooftop solar sector in India, significantly less than the global average of women in the renewables sector, at 32%.*

Source: IEA



SOLUTION

Our Recommendations

Based on the key insights, findings, and opinions that emerged from the roundtable discussions in 'Winning the Talent War to sustain rapid growth in the Renewable Energy Sector' dated 3rd August 2023

Attract Skilled Talent



Nurture Home Grown Talent

Focusing on developing and nurturing home-grown talent to create a more sustainable and skilled workforce



Freshers from Tier 2 & 3 cities and colleges

Tapping into students from tier 2 and tier 3 cities and colleges who are willing to face challenges and work hard. These candidates often bring a strong work ethic, determination, and a fresh perspective to work



Graduates or Diploma Holders

Hiring junior Graduate Trainees or Diploma Engineers and nurturing their growth within the firm is an effective recruitment strategy



Adjacent Industries

Tapping executives from adjacent industries such as EPC, ITES, Automobile, Robotics etc. can infuse new perspectives, diverse skills, and innovative ideas into the industry

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We were very clear from day one that we will not get required talent in remote locations. We realized that we had only 30% of the required skill-set, the rest 70% had to be home grown. Agencies and vocational colleges were identified to train and upskill employees. Freshers were hired and trained rigorously. The trained fresher workforce was extremely motivated and stayed for longer.

Nitin Pal, Vice President HR, ACME

”

We are building up the bench. Rather than getting engineering from our core renewables sector, we are getting engineers from other domains and we train them.

Shashank Adlakha, Chief Operating Officer, HYGENCO

”

Talent coming from allied industries such as chemical plants, thermal and power plants is easily adaptable, can be groomed and quickly get inducted on the job.

Manjit Bhargia, SVP (Head-O&M), Inox Wind Ltd.

Training and Development



Upskilling Existing Manpower

On-the-job training plays a crucial role in developing a skilled and adaptable workforce. Additional skills can be acquired with effective training programs



Large companies set up in house training centers. Smaller size companies do not have the bandwidth to set up a big training center so we hire junior resources and they get trained on the job by a mentor/senior. This ensures succession planning as well.

Reena Banerjee, Head of Human Resources, Vena Energy



Skill Development Programs

Tapping into skill development programs like the Suryamitra Skill Development Programme, sponsored by Ministry of New & Renewable Energy, Government of India



Training manpower under government programs such as Suryamitra program is a great idea. It can help train talent for specific skills and get them job ready.

Nitin Pal, Vice President HR, ACME



In-house Training Centers

Renewable companies can setup their captive training centers which can provide learning & development opportunities to existing employees, freshers and to the interns



Enercon has a large training academy. They hire graduate trainees, diploma engineers and other freshers. They go through 6 months rigorous training and when they come out of these centers they are ready to get on the job.

Manjit Bhagria, SVP (Head-O&M), Inox Wind Ltd.



Agencies and Vocational Colleges

Training through vocational colleges involves specialized, hands-on education in specific areas within renewable space. These programs are shorter, cost-effective, and focus on practical skills



We have a 6 month 'Internship Program'. It has people from within the organization or freshers. After six months of rigorous training, a full time employment is given to the one who qualifies.

Snigdha Nautiyal, Director & Head HR, Statkraft India

Talent Retention



Career Progression

Provide opportunities to employees to acquire additional qualifications, certifications, and trainings within the organization. This will provide better growth opportunities within the organization



Culture Alignment

Creating an organizational culture that resonates with employees' values, aspirations, and sense of belonging, thereby increasing their commitment to the company



Policies for Millennials

Retaining millennials in the workplace requires understanding their values, motivations, and preferences. Companies need to adopt customized strategies to retain millennials



Global Exposure

To provide employees with opportunities to work on projects, collaborate with colleagues, or gain experience in different regions or countries around the world

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Retaining is the new recruitment. The key is to continue to build knowledge and skill inside the company where repeated excellence comes again and again. Besides compensation, culture plays an important role to make people stick. Skilling and reskilling motivates. Providing opportunities and cutting edge work on the technology side and aids retention.

Kamaljeet Kaur, Chief People Officer, Gensol Group

”

Large players face lower attrition as they give integrated career progression opportunities, work life balance, global opportunities, training programs. This makes people stay with the organization for a long tenure.

Manjit Bhagria, SVP (Head-O&M), Inox Wind Ltd.

”

For Millennials and Gen Z, we offer specialized training programs as they have different aspirations. Our 'Young Talent Program' gives a clarity of career path, cross functional learning opportunities, global exposure etc.

Snigdha Nautiyal, Director & Head HR , Statkraft India

Leadership Development



Succession Planning

Creating a bench of employees who are being groomed for future leadership or critical roles within the organization



Communication

Effective communication by leaders fosters a healthy work environment, builds trust, and promotes clarity and alignment within the team



Knowledge Development

A leader should be well versed with major trends in the sector. The industry level insights are necessary to effectively lead and manage an organization at the highest levels



Prioritize Operations

Prioritizing business operations is crucial for maintaining efficiency, effectiveness, and overall success in the business. Renewables leaders should also be operations experts. Meeting financial targets should not be the only objective



As a sector, the strategic direction is fluid and changes with the ever changing market trends. That is where thought leadership is extremely important. An effective leadership is essential to keep the talent on track and showing them the path.

Ranan Bhattacharjee, AVP HR , Sembcorp Green Infra Ltd

Diversity and Inclusion



Participation in Core Operations

Creating an environment where women can participate in core operations, and not just corporate functions, requires a holistic approach that addresses both systemic and individual barriers



We need to see diversity at the stage of CV screening itself. If there are roles which can be filled up with diversity, then we make sure we get women for those roles.

Shashank Adlakha, Chief Operating Officer, HYGENCO



Hire From Local Colleges

Hiring from local colleges to promote diversity involves establishing connections with educational institutions, offering internship and co-op programs, providing scholarships, and cultivating an inclusive workplace culture



One of our under construction site has women coming from local colleges and then they are also encouraged to attract more diversity talent pool from their colleges to join the workforce.

Reena Banerjee, Head of Human Resources, Vena Energy



Training Opportunities

Create meaningful training opportunities that empower women to contribute to the renewable energy sector, drive innovation, and contribute to a more sustainable future



An ecosystem has been created in our organization that encourages women recruitment, training, and induction in core operations roles.

Nitin Pal, Vice President HR, ACME



Representation in Key Metrics

Including women's representation in key metrics is an important step toward achieving gender equality and diversity. It's essential to actively address any imbalances, biases, or barriers that these metrics might uncover



One of our balanced score card target is to have women in workforce, across levels. This is assessed periodically. At N-1 we already have 3-4 women in leadership roles.

Ranan Bhattacharjee, AVP HR, Sembcorp Green Infra Ltd

PARTICIPANT ORGANIZATIONS



FACILITATOR AND MODERATOR



Thank You



Do drop us an email or call us if you want to hear more about how we can help you with your leadership needs

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