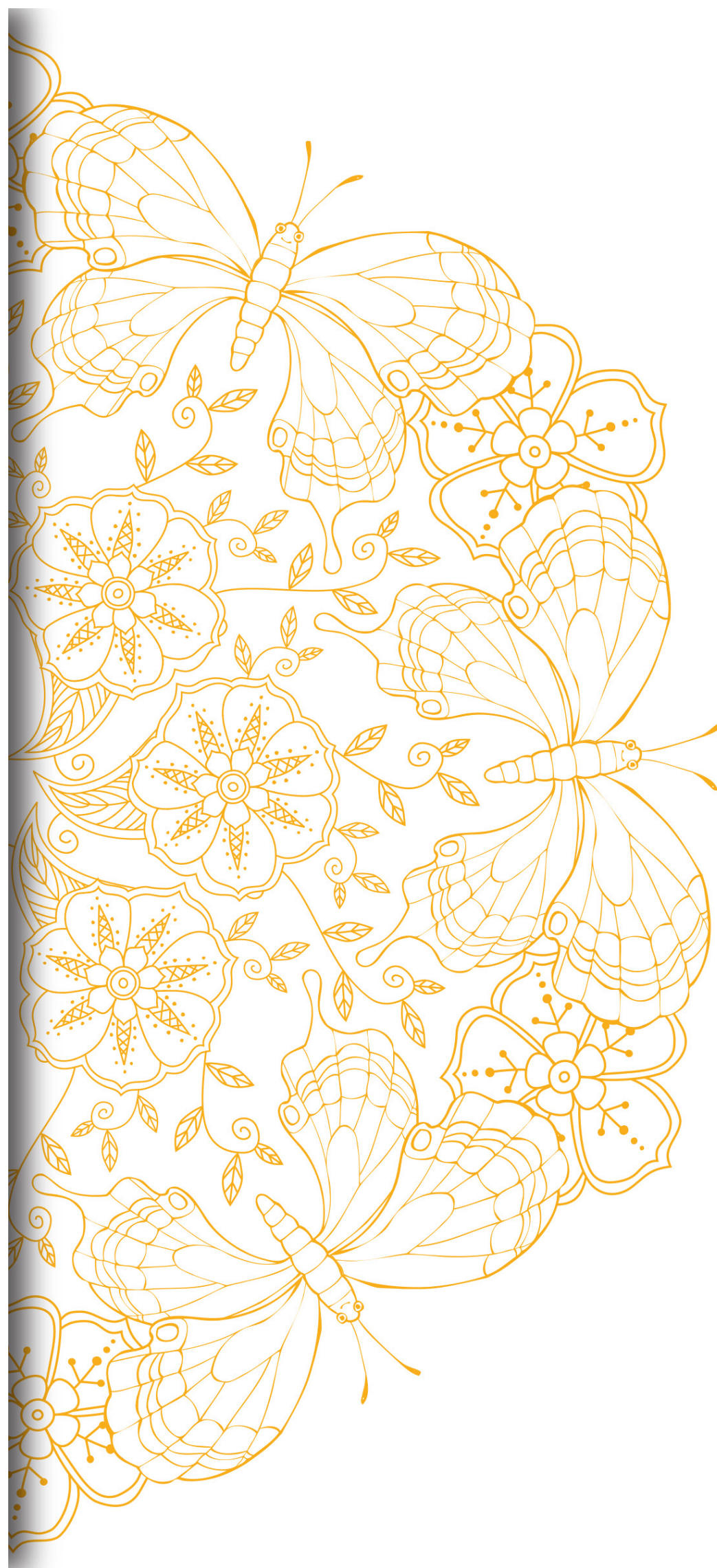


BRIGHTER, NEW HORIZONS

CLP India Sustainability Report 2018-19





CLP INDIA SUSTAINABILITY REPORT 2018-19



Dear Stakeholder,

It is my pleasure to present to you our Sustainability Report for the year 2018-19.

The consequences of climate change are making us question whether livelihood comes at the cost of lives. In this scenario, energy transition is well poised to limit the impact of climate change, and companies like us have a profound responsibility to support the transition and create value for our investors and other stakeholders.

We are pleased to introduce Caisse de dépôt et placement du Québec (CDPQ), a leading global institutional investor, as a strategic 40% shareholder of CLP India Private Limited (CLPI). With this new chapter in our journey, we are committed to furthering our vision of transitioning to a balanced low-carbon energy portfolio.

This year has marked several milestones for us. Our Greenhouse Gas (GHG) emission intensity has reduced to 0.68 kg CO₂e/kWh compared to 0.70 kg CO₂e/kWh in 2017-18, largely because of the year-long operation of the Veltor solar plant, addition of 70 MW solar power and increased output from our wind portfolio, strengthening renewable energy output by 19% compared to 2017-18.

Since the new air emission limits at thermal power plants came into force, our Jhajjar power plant has operationalised Flue Gas Desulfurisation (FGD) units in February 2019. Dispatch from the Jhajjar plant remained stable with a contribution of 6,435 GWh to the grid, a minor decrease compared to 6,890 GWh during 2017-18.

We are expecting further improvement in overall emission intensity over the next few years due to future investments in renewable energy projects and the expiry of the Power Purchase Agreement (PPA) of the Paguthan Combined Cycle Power Plant (CCPP). Though the Paguthan PPA ended in December 2018, the plant's operational excellence and HSSE practices will remain an industry benchmark. We will continue to improve our Health and Safety performance through various employee engagement programmes and learnings from our past experiences.

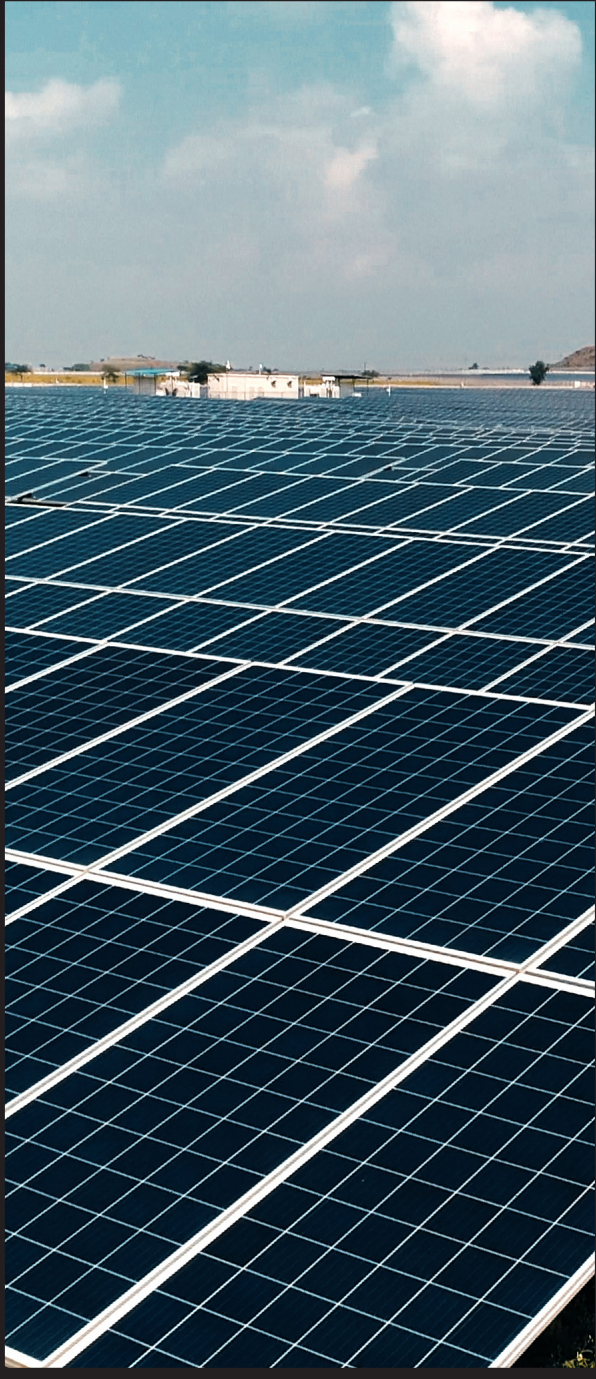
Going forward, we will increasingly effect digital transformation via technological intervention at our assets and offices. As a utility provider, we do not believe that our efforts end with the delivery of our product. Instead, we are of the opinion that electricity is the key to transforming the world socially and economically, and it is our responsibility to enable that. Our community development agenda focuses on addressing key societal challenges like access to quality education, health and sanitation, youth and women empowerment, climate action and income generation opportunities. We are also constantly engaging with employees through various platforms and simultaneously structuring business verticals towards making our workforce future ready.

Moving forward, our objective is to expand investments in low-carbon growth areas including renewable energy projects as well as non-generation business opportunities in transmission, distribution and other customer-focused businesses. CLPI and CDPQ share a common vision of decarbonising in the long term.

I am sure these disclosures would further enhance your trust on our business strategy. I encourage your valuable feedback to enrich it further.

Thank you for working with us towards Brighter, New Horizons.

Rajiv Ranjan Mishra
(Managing Director)



INTRODUCTION

At CLP India Private Limited (CLPI), we believe that nature powers the very source of our existence. As an organisation, we feel honoured and humbled to be bestowed with the opportunity to brighten the lives of millions, and we take this opportunity very seriously.

Our efforts to be in harmony with nature are apparent in some of the strategic programs that we have adopted as organisational objectives. Since 2004, the CLP Group has been consciously working towards the decarbonisation of its portfolio to champion the transition towards a sustainable, low-carbon future. Our Climate Vision 2050 envisages carbon emissions by group companies to go down by a significant 80% by 2050, compared to 2007 levels, with intermediate targets for each decade leading up to it.

For more details on Climate Vision 2050, please visit:

<https://www.clpgroup.com/en/sustainability/our-approach/frameworks-strategies/climate-vision-2050>

Our conscious attempts to build a renewable portfolio while reducing carbon emissions contribute to this commitment. CLPI is among India's largest private wind power generators. Our Jhajjar power plant is the only such power plant in Delhi-NCR to have had FGD installed for reducing Sulphur Dioxide (SO₂) emissions before it became a statutory mandate. CLPI's solar power plant at Veltoor district in Telangana is equipped with automatic solar tracking system to leverage maximum solar radiation, thus, feeding more power to the grid.

As power generators, we are acutely aware of the environmental impact that power plants create throughout their lifecycle and we have been consciously addressing those. In this, our eighth sustainability report, we have chosen to highlight our partnership with CDPQ along with our environmental, social, economic, safety & health and people performances.



BOUNDARY

This report has been developed by CLP India Private Limited (CLPI), having its corporate office at Andheri (East), Mumbai. The report covers our subsidiary companies, CLP Wind Farms (India) Private Limited with pan India projects, CLP Wind Farms (Theni – Project II) Private Limited in Tamil Nadu, CLP Wind Farms (Khandke) Private Limited in Maharashtra, SE Solar Limited in Telangana and Jhajjar Power Limited (JPL) in Haryana. For this reporting year and in the reporting boundary, we have also included our recently acquired 70 MW solar power plant in Dhule, Maharashtra. Further, the subsidiaries that have no material impact on our operational performance have not been considered in the reporting boundary. A detailed list of assets covered in this report is provided in Figure 1.1. We follow various policies and practices of our parent company, CLP Holdings Limited, Hong Kong (referred to as ‘CLP Group’ and ‘our Group’). Thus, necessary references have been made wherever applicable.

REPORTING PERIOD

We publish our sustainability report on a financial year basis. This sustainability report covers the sustainability performance of the company for the period from April 01, 2018 to March 31, 2019 and all indicators presented in the report are consolidated performance figures of CLPI, unless otherwise stated. This report highlights the triple bottom line dimensions that reflect the organisation’s significant economic, environmental and social impacts which substantively influence assessments and decisions of stakeholders. To communicate medium to long term performance transparently, we have provided historic data of at least three years for most of our performance indicators.

All our past sustainability reports are available on our website:

<https://www.clpindia.in/sustainability.html>

CONTACT INFORMATION

We invite valuable feedback and look forward to comments on this report or any aspect of our approach towards reporting on sustainability.

Dr. Santanu Satapathy,

CLP India Private Limited,

7th Floor, Fulcrum Building, Sahar Road, Andheri (East), Mumbai – 400 099, India.

Phone: +91 22 6758 8888 | Fax: +91 22 6758 8811

Email: sustainability@clpindia.in

DISCLOSURE LEVEL

The report has been developed in line with Global Reporting Initiative's (GRI) Standards and includes disclosures on Electric Utilities Sector Supplement. It is in compliance with the core requirements (partially) of the standards.

The report content has been guided by Sustainability Context, Stakeholder Inclusiveness, Materiality and Completeness. Additionally, various national and local regulations and guidelines were followed while estimating some of our environmental and safety performance indicators. We shall continue to revisit the materiality impacts on our business regularly and enlarge reporting scope and map the same with various national and international guidelines, protocols, such as National Voluntary Guidelines (NVG), World Resources Institute (WRI) and World Business Council for Sustainable Development (WBCSD) protocol, among others.

ABOUT CLPI

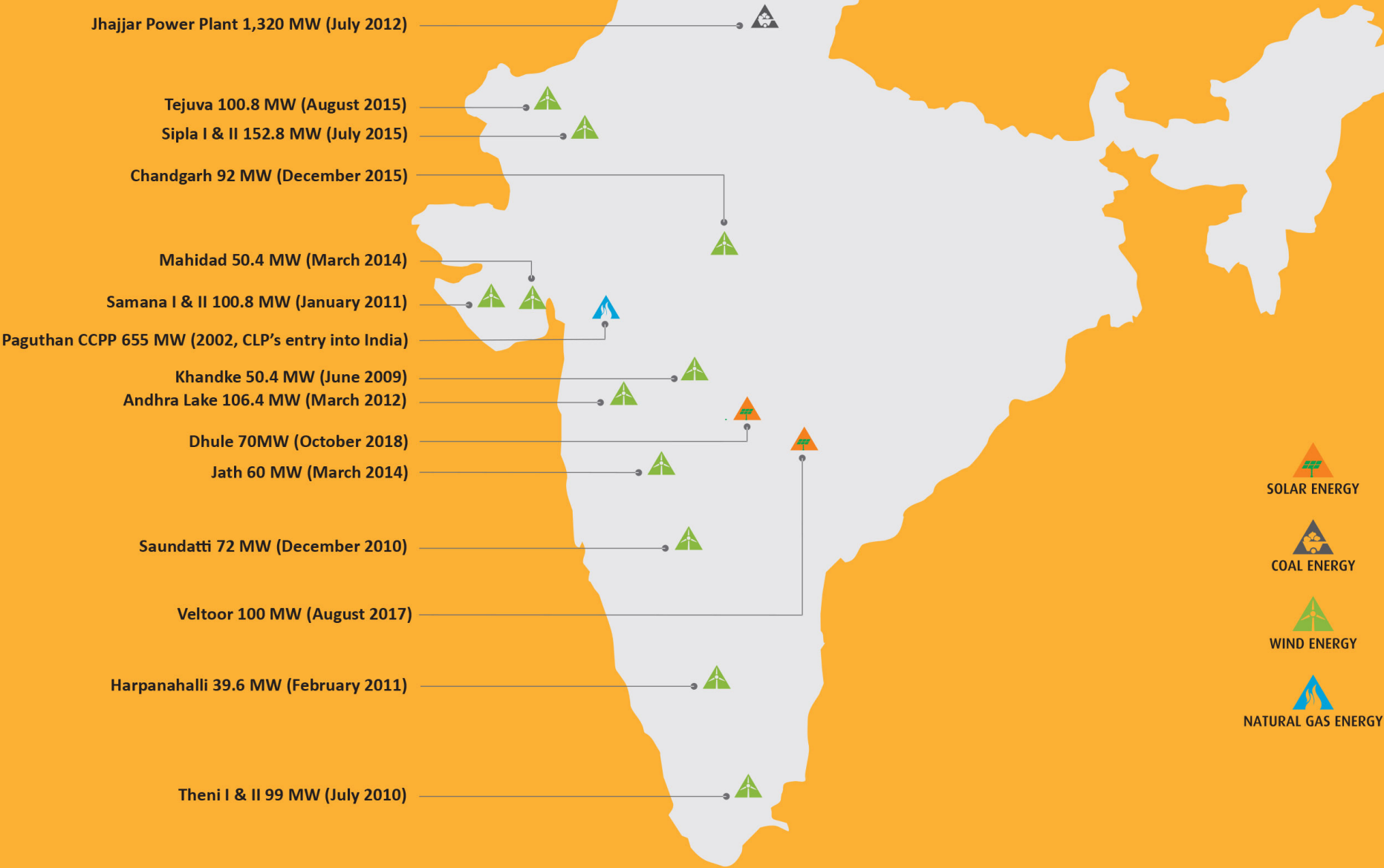
CLPI is among the leading Independent Power Producers (IPP) in India, and one of the biggest foreign investors in the power sector in India. We have invested in close to 3,000 MW electricity generation assets in the country.

Over the past 17 years of our operations in India, we have successfully developed a portfolio that balances stakeholder expectations related to environmental protection and affordability and reliability of electricity. As on March 31, 2019, our generation portfolio includes a 655 MW dual fuel combined cycle power station at Paguthan in Gujarat, a 1,320 MW coal-fired super critical power station at Jhajjar in Haryana, a 100 MW solar project in Telangana, a 70 MW solar project in Maharashtra and close to 1,000 MW of wind farms spread across Rajasthan, Gujarat, Maharashtra, Madhya Pradesh, Karnataka and Tamil Nadu. Power generated from these facilities is sold to state or privately-owned electricity utilities.

CLP Holdings Limited, our parent company, is listed on the Hong Kong Stock Exchange and is a proud member of various responsible indices such as the Dow Jones Sustainability Index and Hang Seng Corporate Sustainability Index. The CLP Group's 118-year-old heritage demonstrates its commitment to integration of sustainable practices while striving towards delivering long-term value to all stakeholders. The emphasis of putting sustainability at the heart of business comes from our parent company and helps CLPI set new benchmarks of excellence in sustainability.

FIGURE 1.1

Portfolio of CLP India



*Months and years denote period of commissioning/acquisition of asset



MANAGEMENT AND GOVERNANCE

At CLPI, we are committed to promoting transparency in business practices throughout the organisation and thus, strong corporate governance is crucial for us to create and uphold trust among all stakeholders. CLPI is a 60% owned subsidiary of CLP Holdings Limited and the remaining 40% is held by CDPQ. The Board of Directors and senior management of CLP Holdings Limited and CDPQ establish governance structure, processes and strategy, while the Board of Directors of CLPI and its Executive Committee are responsible for providing inputs in strategy development and its implementation in India. The philosophy of the company is to ensure simplicity and transparency across operations and to enhance shareholder value, while fully complying with existing laws and regulations in India.

PARTNERSHIP WITH CDPQ

In late 2018, CDPQ came on board as a strategic shareholder while CLPI continues to be managed by the existing leadership team. The CLP Group has sold 40% of its stake in CLPI to CDPQ and CLPI remains a subsidiary of the CLP Group. This is a promising milestone that reaffirms our position as an active player in India's energy market that has tremendous potential for growth and opportunities for innovation and investment.

We look forward to investing in low-carbon sectors such as renewable energy industries and customer-oriented opportunities including but not limited to transmission and distribution.

CDPQ's strategic backing, and financial support combined with our past experience will help pave the way for us to become the leading clean energy supplier in India.

BOARD LEVEL COMMITTEES

The Board of CLP Holdings Limited is diversified and has 15 Directors. There are three female Directors and the Independent Non-executive Directors represent almost half of the Board. The posts of Chairman and CEO are separately held by The Honourable Sir Michael Kadoorie and Mr Richard Lancaster respectively. The Board has a culture of high integrity, reflecting the Chairman’s values.

Our Board of Directors lead the company with a firm commitment to CLP’s values. The board formulates CLP’s strategic direction and ensures that the company operates in an ethical, sustainable and effective manner. Our governance standards are initiated by the Board of Directors and the Executive Committee and percolate through the organisation.

The Board of Directors take responsibility for the implementation of corporate governance practices in the company with appropriate checks and balances.

FIGURE 1.2

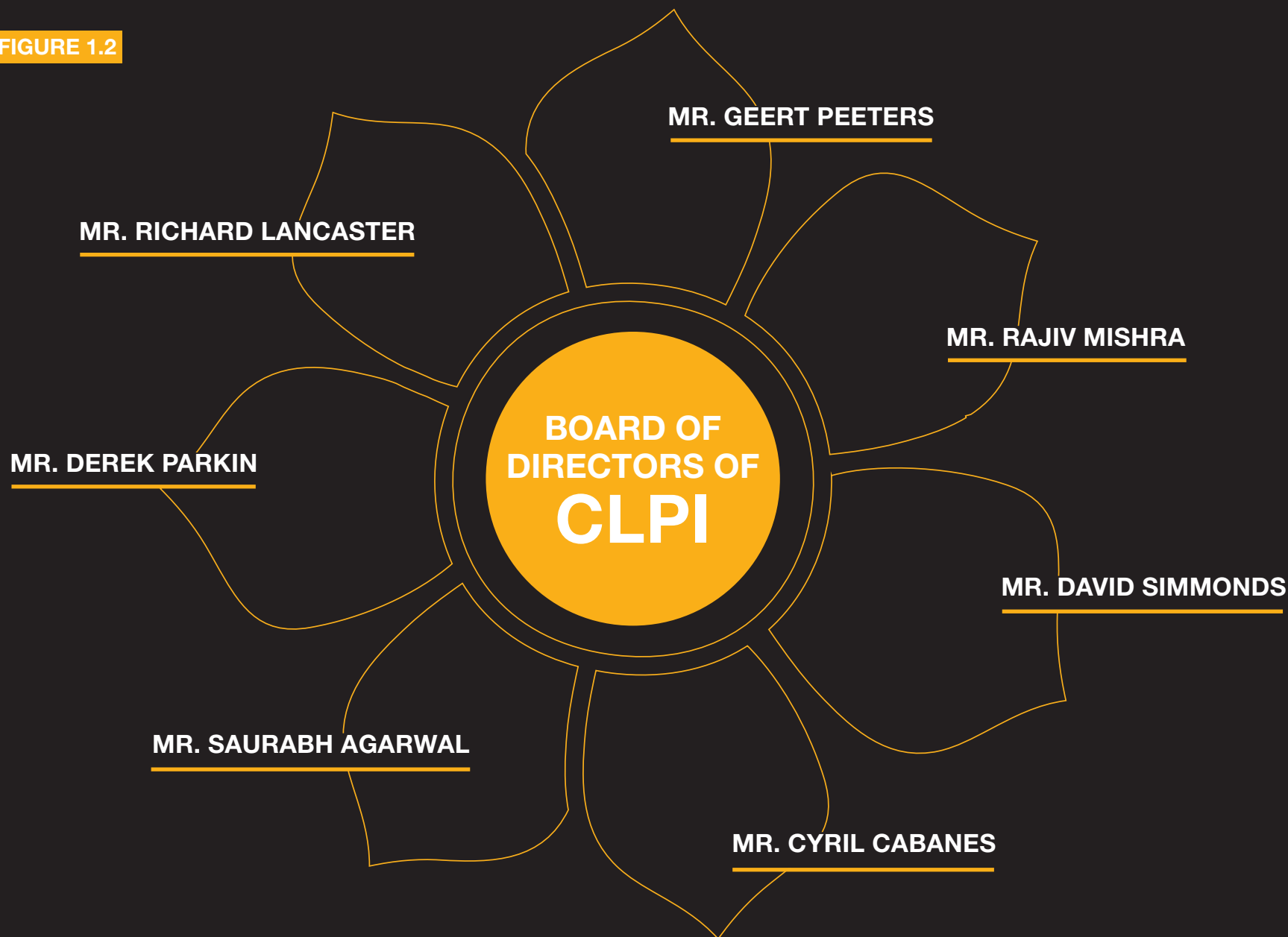


FIGURE 1.3

CLPI's EXECUTIVE COMMITTEE

Mr. Rajiv Mishra, Managing Director

Mr. Subba Rao Amarthaluru, Executive Director - Finance and Strategy

Mr. Samir Ashta, Director - Finance and Chief Financial Officer

Mr. Gopinath Govindan, Director - Human Resources

Mr. Naveen Munjal, Director – Business Development and Commercial (Conventional)

Mr. Paulo Rocha, Chief Operating Officer

Mr. Mahesh Makhija, Director - Business Development and Commercial (Renewables)

Ms. Sudipta Ghosh, General Counsel

FIGURE 1.4

BOARD LEVEL COMMITTEE

Following committees of the Board of CLP Holdings Limited are designated to oversee specific aspects of company affairs and assist the board in fulfilling its duties:

- 1 Audit and Risk Committee
- 2 Sustainability Committee
- 3 Nomination Committee
- 4 Human Resources and Remuneration Committee
- 5 Finance and General Committee
- 6 Provident and Retirement Fund Committee

Additionally, CLPI has a CSR Committee.

CODE OF CONDUCT

Our value framework clearly establishes the Vision, Mission, Commitments, Policies, and Code of Conduct for the company and helps us carry out our business in a responsible way. The Code of Conduct is an important part of the CLP Group Value Framework and it translates our responsibilities to each other and to our stakeholders into a set of formal written requirements.

The Code of Conduct also provides the guiding principles for all company employees to do what is right, behave with integrity and honesty, treat people fairly, respect diversity, obey all laws, accept accountability, communicate openly, and always behave in a way that is beyond reproach. All employees of the company, irrespective of their position and function are expected to fully adhere to the principles contained in the Code of Conduct. We also urge our contractors to follow our Code of Conduct at least for the duration of their contract with the company.

We care about how results are obtained and not just that they are obtained, thus implementation and monitoring of adherence to the Code of Conduct is extremely important. Our Whistle-blower Policy encourages employees and other related stakeholders to report any incidents of violation of the Code of Conduct. All potential violations of the Code of Conduct are investigated by an Internal Audit department (other than human resources related potential violations which are investigated by the Human Resources department). The management's proposed disciplinary action is reviewed for consistency by the Code of Conduct Committee.

The Code of Conduct also covers principles of anti-corruption including avoiding conflicts of interest, no bribery, moderation in gifts and entertainment, and maintaining strong ethics and business integrity. We have also adopted the CLP Group Anti-Fraud Policy which clearly defines the roles and responsibilities of employees and auditors in developing and carrying out specific programmes to detect, prevent and report fraud.

For more details on the CLP Value Framework, please visit:

<https://www.clpgroup.com/ourcompany/aboutus/valueframework/Pages/valueframework.aspx>



CORPORATE GOVERNANCE FRAMEWORK

As a part of the CLP Group, we follow the CLP Corporate Governance Framework. This framework includes all key participants in good governance, the ways in which they relate to each other and the contribution each makes to the application of effective governance policies and processes. This framework covers every aspect of our business and defines the principles of how we set out company policies and procedures. Such policies, systems and necessary checks and balances help us in ensuring that our behaviour is consistent with our vision, mission and values. The CLP Group has developed and adopted a CLP Code of Corporate Governance in order to express its approach to corporate governance and provides a structure that better fits the CLP Corporate Governance Framework while still meeting or exceeding regulatory requirements. The framework and the code are regularly reviewed at the CLP Group level to reflect its experience, regulatory changes, international developments and stakeholder expectations. The most recent update of the CLP Code on Corporate Governance was done in January 2019.

For more details on the CLP Corporate Governance Framework and disclosures, please visit:

<https://www.clpgroup.com/en/about-clp/corporate-governance/corporate-governance-at-clp>

STAKEHOLDER ENGAGEMENT

Our stakeholder engagement activities are designed to understand mutual expectations and establish ways to co-create value. These activities include both formal as well as informal modes.

Figure 1.5 lists our key stakeholders, various modes of engagement and elaborates key aspects we engage with them on.

FIGURE 1.5

CLPI'S STAKEHOLDER MAPPING AND ENGAGEMENT FRAMEWORK

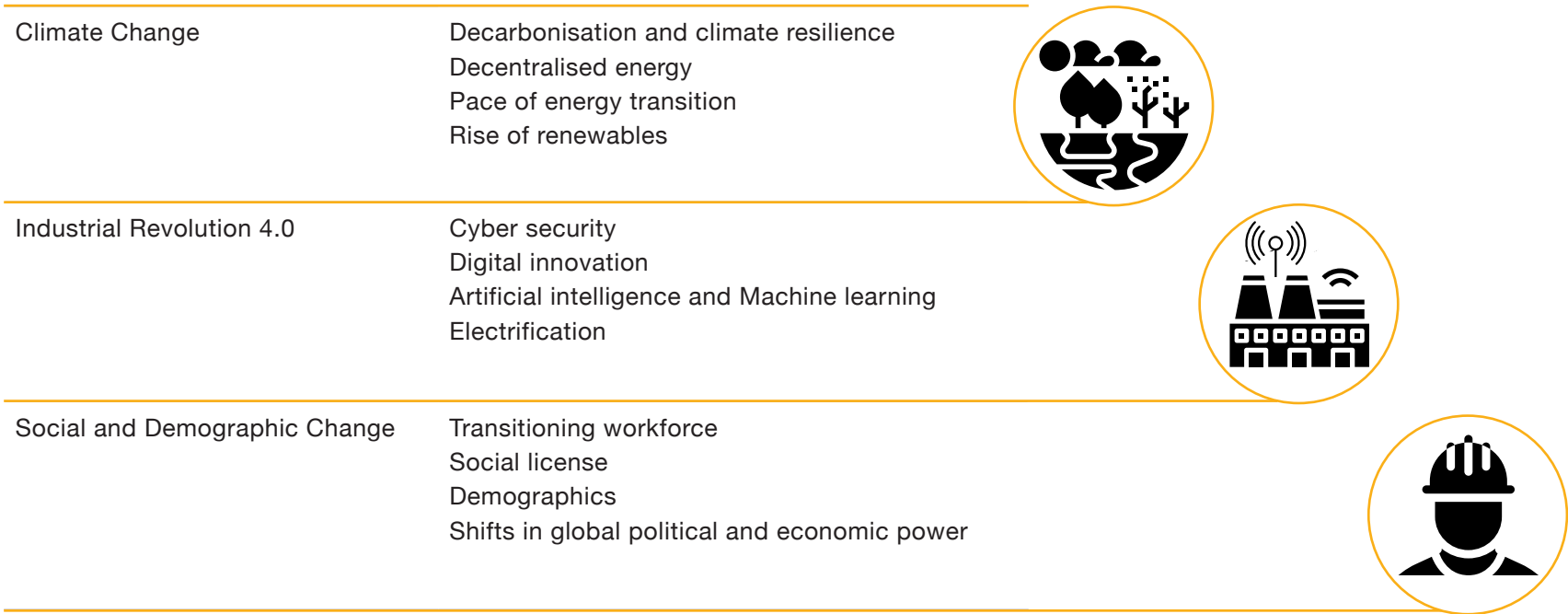
Key stakeholder	How do we engage	What do we engage regarding
CLP Holdings Ltd.	• Board meetings • Management reports • Business review meetings • Site visits/audits	• Strategy and policy guidance • Business planning • Performance monitoring and review • Innovation and new business models • Project/business performance
Caisse de dépôt et placement du Québec (CDPQ)	• Board meetings • Management reports • Business review meetings • Site visits	• Strategy and policy guidance • Business planning • Performance monitoring and review • Innovation and new business models • Project/business performance
Lenders	• Lender meets • Project reports/periodic filing • Site visits/audits	• Funding requirements • Project/business performance • Banking and treasury needs
Customers	• Techno-commercial interactions • Top management interactions	• Understanding customer requirements • Generation and dispatch planning • Resolving technical and commercial issues
Government/ Quasi-Government and Regulatory Authorities	• Public consultation • Liaisoning activities	• Policy and regulatory matters • Compliance and clearances
Think Tanks/Industry Associations	• Membership • Meetings • Participation in conferences	• Thought leadership • Best practice sharing • Sector specific matters
Community	• Formal and informal meetings • CSR activities • Extended Volunteers (EVs)	• Community need assessment • Implementation of CSR activities and feedback • General communication
Employees (Direct and Contractual)	• Senior management interactions • Open house forums, e-mailers • Engagement surveys • Employee Work Groups • Performance feedback	• Understanding employee feedback / concerns • Sharing critical milestones and challenges in business • Communicating policy decisions and seeking feedback • Performance management • Business performance briefings
Suppliers/Value Chain Partners	• Technical and commercial discussions • Contractor/vendor meets • Visit to vendor and OEM facilities	• Fuel supply • Contract management • Operations and maintenance reviews • Product and service discussions

MATERIALITY ASPECTS

CLPI’s materiality identification is a part of CLP Group’s assessment process. The most recent assessment, conducted by CLP Group in 2018, followed a rigorous and evidence-based process to identify material topics. These material topics are grouped under three primary drivers, i.e. climate change, industrial revolution 4.0 and demographic change.

FIGURE 1.6

MOST MATERIAL TOPICS



For further details on the method of engagement and analysis of results, please refer to the CLP Group’s Sustainability Report 2018.
<https://www.clpgroup.com/en/sustainability/sustainability-reports?year=2018>

This report presents key materiality-related aspects associated with CLPI’s business operations and how we are performing on those.

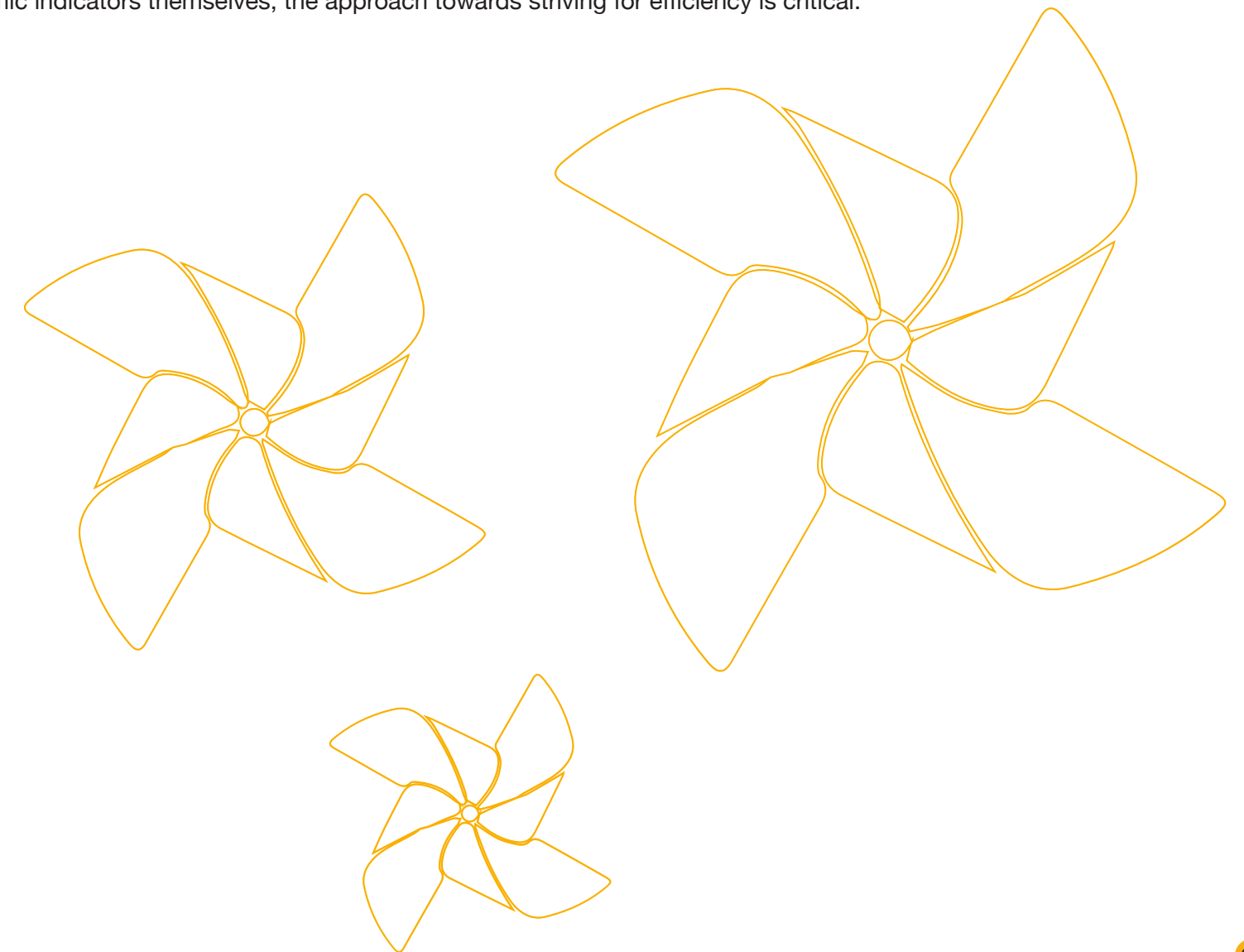
Sustainability, be it in our policies or practices or towards the environment, is the foundation of all that CLPI stands for. We use the resources of nature today, mindfully, to build a tomorrow that is indeed brighter for all stakeholders, including the planet.

ECONOMIC PERFORMANCE

ECONOMIC PERFORMANCE

ROOTED FUNDAMENTALS & LIMITLESS ENERGY

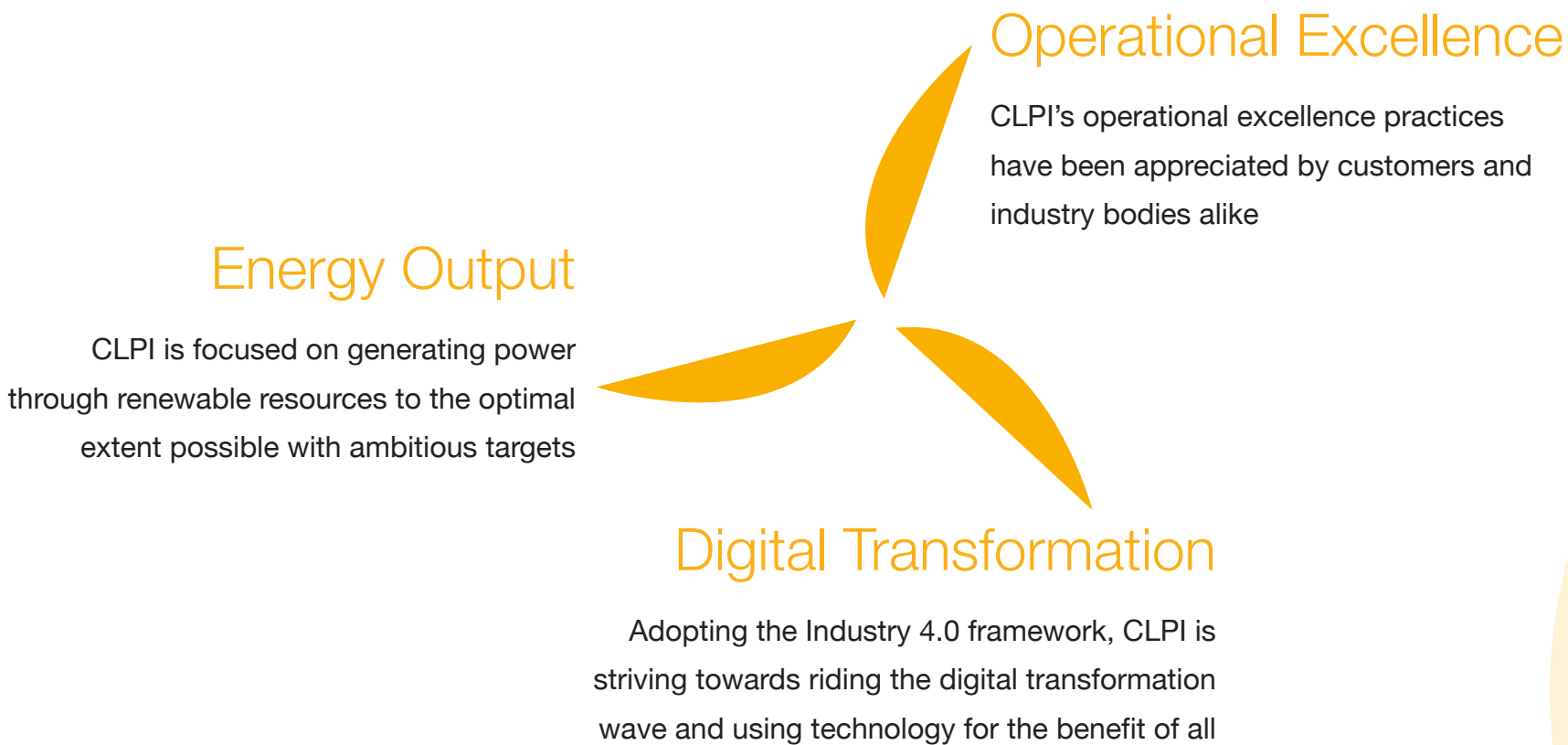
Economic parameters are essential indicators of the health of a company. At CLPI, we believe that more than economic indicators themselves, the approach towards striving for efficiency is critical.



We have been focusing on the following three key areas to achieve desirable economic performance:

FIGURE 2.1

ECONOMIC PERFORMANCE FOCUS AREAS AT CLPI



ECONOMIC INDICATORS

CLPI is a private limited company and is not required to publish financial reports in the public domain. However, we report our consolidated earnings in annual results published by our parent company, CLP Holdings Limited. CLP Holdings Limited follows a calendar year cycle and reports in Hong Kong Dollars (HK\$). Key highlights of CLPI's economic performance as reported in CLP Holdings Limited's annual reports for the last three financial years are highlighted in Figure 2.2.

FIGURE 2.2

CLPI'S ECONOMIC PERFORMANCE INDICATORS AS REPORTED IN CLP HOLDINGS LIMITED'S ANNUAL REPORTS

Particulars	2016 (in HK\$)	2017 (in HK\$)	2018 (in HK\$)
Revenue (Figures in millions)	3,808	4,887	5,269
Income Taxes (paid)/credit (Figures in millions)	(137)	(209)	(267)
Profit/(loss) (Figures in millions)	469	646	585
Earnings/(loss) (Figures in millions) Attributed to shareholders	469	647	122*

*negative HK\$ 463m is due to: 1) HK\$ 450m has been provisioned for deemed generation and 2) HK\$ 13m is towards NCI portion of SE solar, i.e. the Veltoor solar plant.

In comparison to 2017, our profit decreased by 9.4% to HK\$585 million. However, earnings from our renewable energy portfolio grew due to full year operations of the Veltoor solar plant and more wind resources in 2018. Although Jhajjar power plant's performance was stable, demonstrating its importance to the system, the asset reported lower earnings largely because of coal supply issues. Its financial performance was also affected by higher operation and maintenance (O&M) costs and planned outage.

Two new solar projects have been added to our portfolio from our long-term partner, Suzlon. Both solar assets are in Dhule, Maharashtra and are operational. We are in the process of implementing CLP's HSSE and O&M systems in these assets.

To gain better operational control of our assets, we took over O&M responsibility for the Khandke wind project in the state of Maharashtra from our current partner. The strategic move allowed us to ensure that operations are in line with CLP's safety and operational standards. This take over is expected to yield higher generation and revenues in the long run.

ENERGY OUTPUT: ENERGY SENT OUT (GWH)

Contributions to energy sent out from our renewable energy portfolio have been steadily growing. The CDPQ partnership has further consolidated our efforts towards focusing solely on renewable energy projects. Wind energy projects contribute substantially to the entire portfolio and demonstrate our commitment of moving towards cleaner sources of power generation.

As seen in Figure 2.3 below, the quantity of energy sent out is not the only thing that changed over the years. With increased demand over the last few years, we saw an opportunity and increased the non-renewable energy segment of our generation portfolio during this period. At the end of this financial year, our renewable energy portfolio made up ~36% of total capacity. We also expanded operations with the Veltoor and Dhule solar assets that contribute to the solar segment of our portfolio and aggregate over 3% of total energy sent out. Wind projects sent the second most energy to the grid, i.e. more than one fifth of the entire portfolio (20.35%). Figure 2.4 represents CLPI’s energy portfolio mix. In the coming years, we expect to see increased generation through non-carbon emitting sources as we strive to support CLP Group’s Climate Vision 2050. At our current pace, and the rate at which our portfolio is adapting to changing times, we believe it is a target we will soon exceed.

FIGURE 2.3

ENERGY SENT OUT THROUGH CLPI’S POWER PLANTS BASED ON TYPE OF SOURCE: RENEWABLE AND NON-RENEWABLE

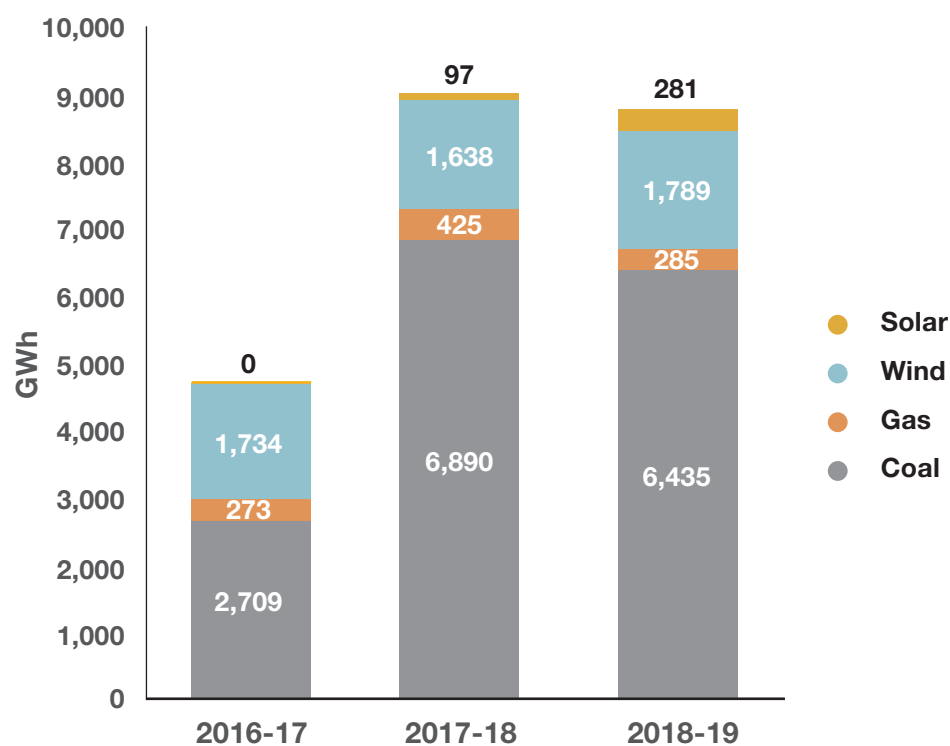
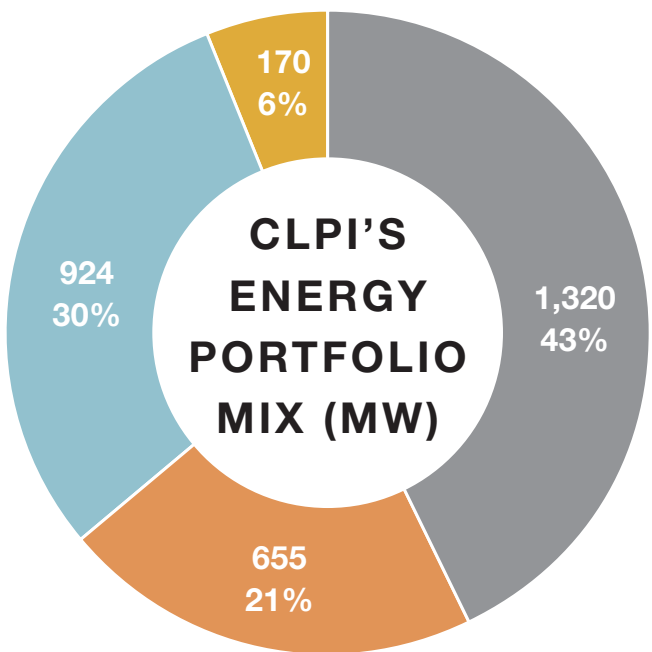
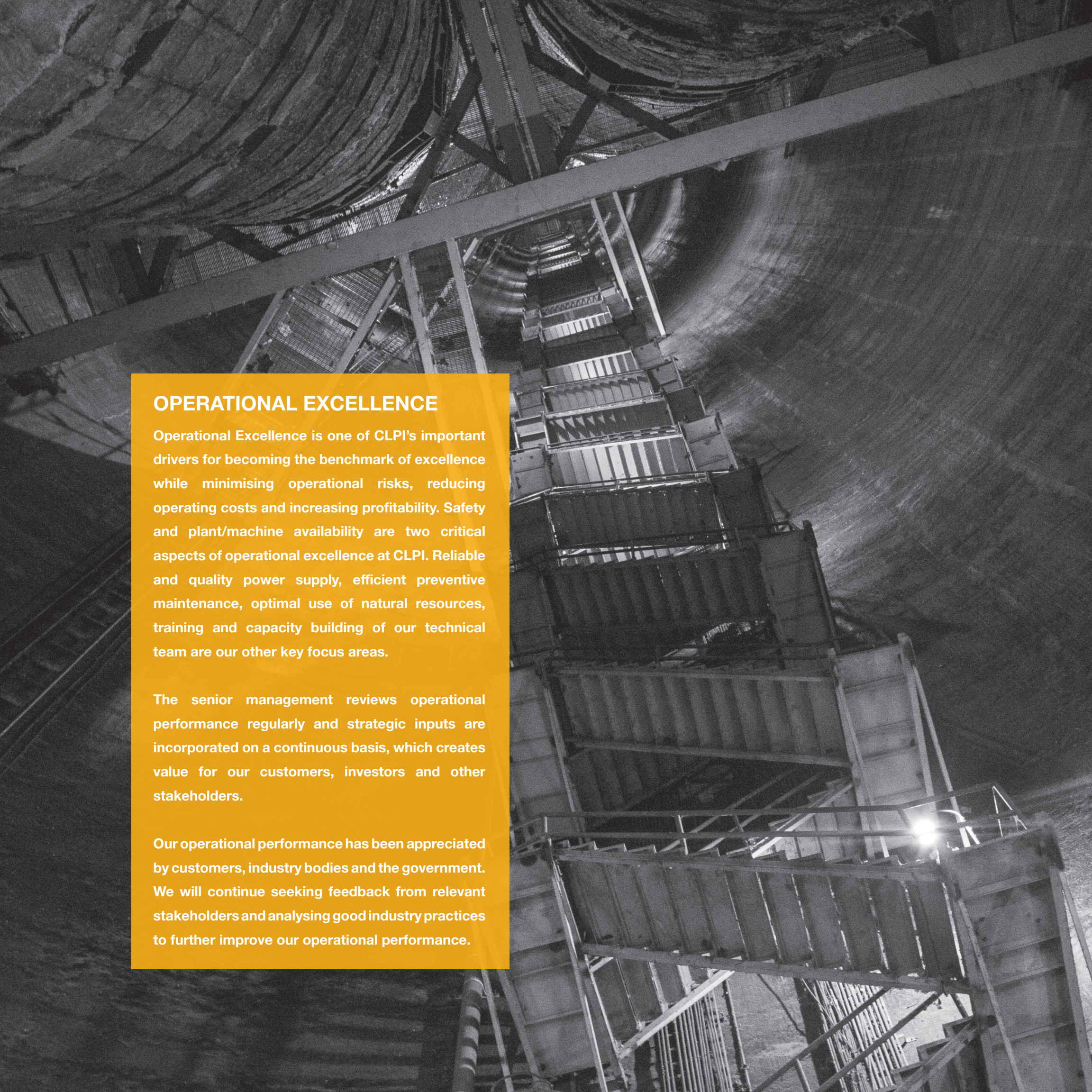


FIGURE 2.4





OPERATIONAL EXCELLENCE

Operational Excellence is one of CLPI's important drivers for becoming the benchmark of excellence while minimising operational risks, reducing operating costs and increasing profitability. Safety and plant/machine availability are two critical aspects of operational excellence at CLPI. Reliable and quality power supply, efficient preventive maintenance, optimal use of natural resources, training and capacity building of our technical team are our other key focus areas.

The senior management reviews operational performance regularly and strategic inputs are incorporated on a continuous basis, which creates value for our customers, investors and other stakeholders.

Our operational performance has been appreciated by customers, industry bodies and the government. We will continue seeking feedback from relevant stakeholders and analysing good industry practices to further improve our operational performance.

DIGITAL TRANSFORMATION

Digital transformation is not an option for companies in today's world. It is a necessity. Businesses are getting disrupted faster than ever before. Agility and adaptability are essential for any business to survive and thrive in this ever-changing scenario.

The utility industry, among others, is on the lower end of the spectrum when it comes to being disrupted digitally. However, a future-ready business is always prepared for potential eventualities even if they are far off along the horizon. We have taken conscious steps towards digital transformation and are making vigorous strides in that direction. We aim to use technology to aid in delivery of better business results and bring about overall operational and managerial efficiency while ensuring data security. Our key focus areas are highlighted in Figure 2.5.

The organisation has introduced various technological tools to help employees work optimally, both as individuals and within teams. Some of the ongoing roll-outs involving advanced technology include a new HRMS system, Office 365, One Drive, Teams, mobile access, data and information security tools, among others. These efforts are targeted towards empowering employees to work from anywhere and anytime and have resulted in increased transparency, collaboration, accountability, and efficiency across the organisation.

We are also geared to embrace the Industry 4.0 framework that proposes an interconnected system which leverages technology efficiently and seamlessly. Using the best in technology, we are targeting the setting up of a centralised monitoring facility enabled by analytics based on data received from all renewable sites, reengineering and automating business processes with Robotic Automation Process (RPA) software/bots and implementing new ERP solutions, to name a few initiatives.

FIGURE 2.5

KEY DIGITAL TRANSFORMATION FOCUS AREAS AT CLPI

Business Growth

- Drive IT Infrastructure/ strategy projects aligned to business objectives & goals

Operational Excellence

- Optimise assets management
- Enable decisions based on facts, data and analytics
- Improve existing business processes

Empower Employees

- Empower employees to be more productive, improve collaboration, information on demand from anywhere, any time, and through any device

Information Security

- Strengthen cyber security and protect organisational data



As detailed in the Code of Conduct in the introductory chapter, we, at CLPI, are conscious not just about our economic results but also how they are achieved. Consequently, our economic goals are an amalgamation of best practices across a gamut of parameters while ensuring that available resources are used judiciously to create a safer workplace and a greener tomorrow.

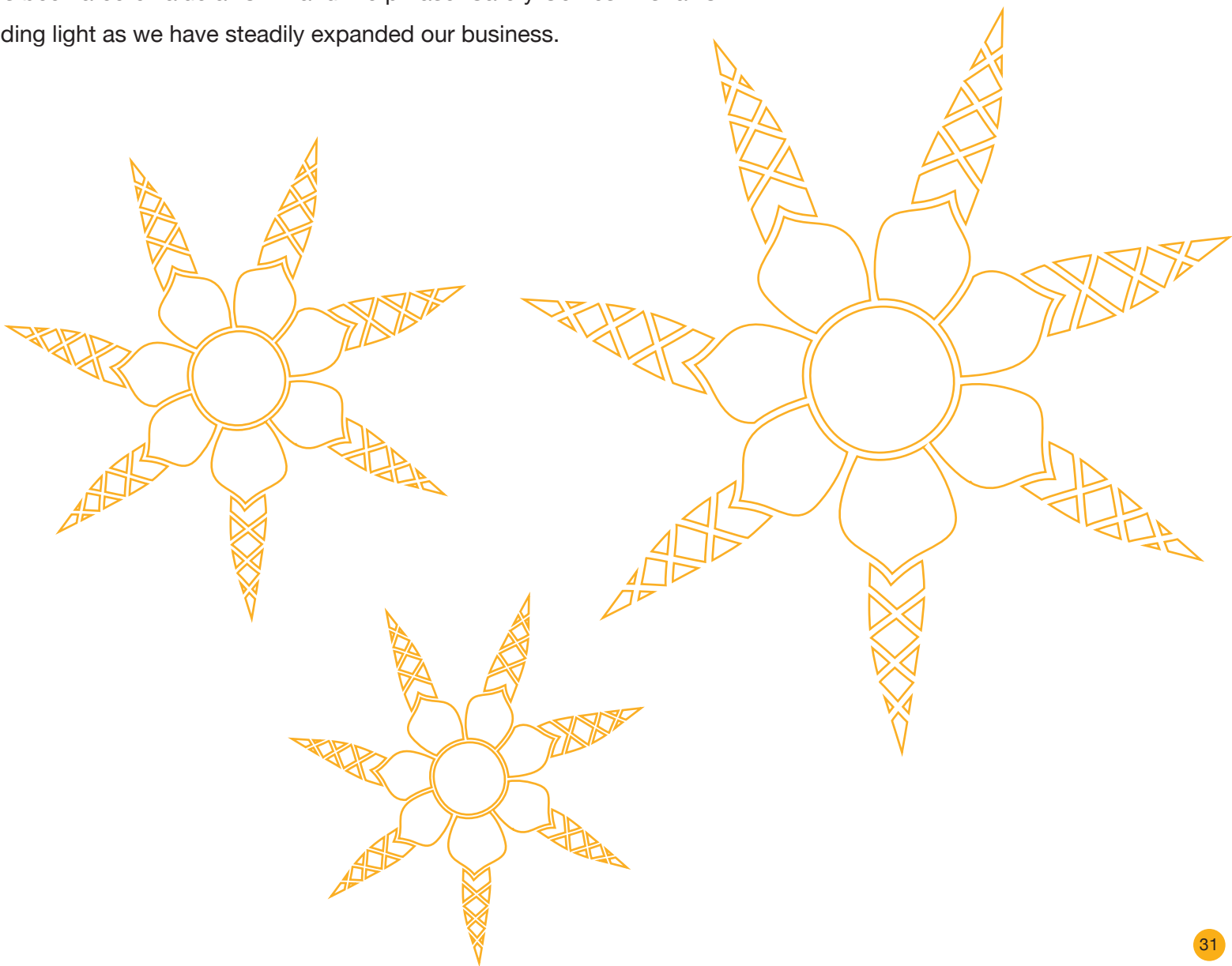


SAFETY & HEALTH

SAFETY & HEALTH

ZERO HARM & COMPREHENSIVE STRATEGIES

Safety has always been a core value at CLPI and the phrase ‘Safety Comes First at CLP’ has been our guiding light as we have steadily expanded our business.



HSSE PHILOSOPHY

The growing and evolving range of business activities across India have also highlighted the need for us to manage a wider set of HSSE related risks and opportunities to operational assets as part of our focus on operational excellence.

It is critical for us to eliminate hazards and minimise Occupational Health & Safety (OH&S) risks by taking effective preventive and protective measures. Not only do we need to manage safety and health, but also the security of these operations and any impact they may have on the natural environment.

CLPI is committed to comply with applicable statutory and other requirements related to HSSE for all operating assets.

ENTERPRISE WIDE HSSE RISK MANAGEMENT: AN OPPORTUNITY

We, at CLPI, understand the importance of effective risk management when it comes to Health, Safety, Security and Environment (HSSE). We strongly believe that this understanding, combined with the ability to implement risk mitigation strategies and tactics creates an opportunity. The current market emphasis on corporate governance and new legislations have put enterprise wide risk management (EWRM) on the minds of many senior executives. Considering that HSSE requires the application of many of the same concepts, principles, and skills as EWRM, we have taken the opportunity to apply them on an enterprise wide basis to yield an even greater impact within the organisation.

Business risk is the level of exposure to uncertainties that the enterprise must understand and effectively manage to achieve its objectives and create value. For example, the lack of an effective HSSE risk management process could prevent the business from achieving its objectives and executing its strategies successfully. EWRM is a structured and disciplined approach that aligns business strategy, process, people, technology and knowledge for the purpose of evaluating and managing uncertainties an enterprise faces as it creates value. Its objective is to build and improve the capability of the enterprise to identify and manage risks.

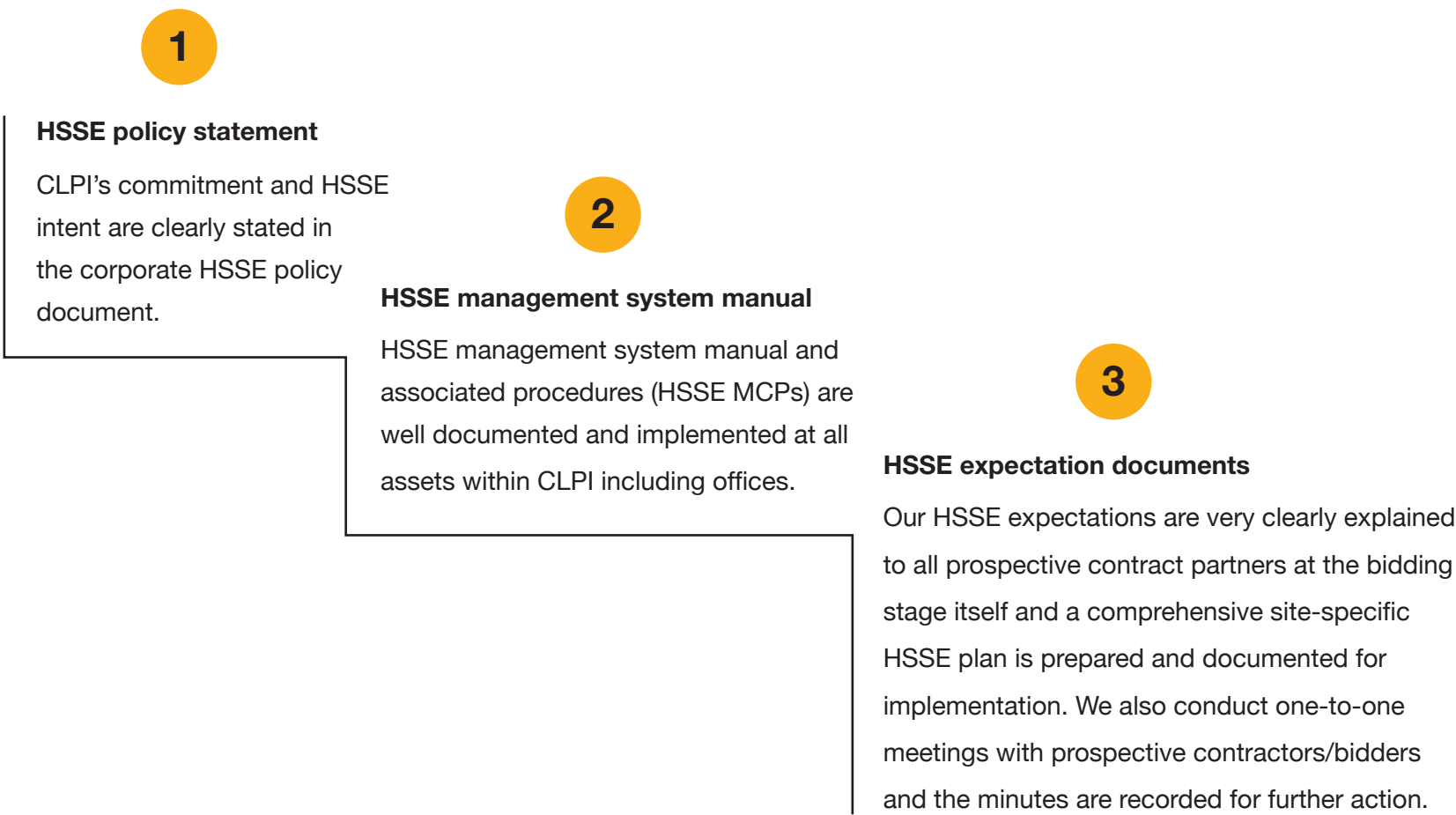
Effective HSSE management helps companies manage risks affecting their sources of value, which often include people (own employees and contractors), strategy, intellectual property, information, capital, materials, and value creation or avoidance of loss. CLPI plans to manage HSSE risks affecting the business in line with overall risk management processes.

HSSE RISK MANAGEMENT AT CLPI

The HSSE risk management process follows a comprehensive and integrated approach. It enables senior management to minimise the potential impact of HSSE risks in achieving objectives to create and protect shareholder value.

Our experience has consistently demonstrated that executive leadership and a high level of ownership and commitment are critical to successful HSSE management.

KEY STEPS IN HSSE MANAGEMENT AT CLPI



KEY INITIATIVES

CLPI HSSE MANAGEMENT SYSTEM

The purpose of establishing a CLPI HSSE management system is to provide a framework for compliance to CLP Group's and CLPI's HSSE requirements. This entails identification of HSSE risks and opportunities to prevent work-related injuries and ill health and to provide a safe, secure and healthy working environment at all operating assets (including assets under construction) fully owned by CLPI or where CLPI holds a majority stake. This also includes the requirement of managing operations and maintenance of assets in an environmentally responsible manner.

The objective is to ensure that all assets of CLPI comply with the requirements of this manual including CLP Groups' and CLPI's HSSE standards and guidelines. International standards, ISO 14001:2015, ISO 45001:2018 are followed across CLPI project locations.

CLPI HSSE WEEKLY QUIZ

At CLPI, we strive to improve HSSE performance on a continuous basis. The most important contribution in ensuring a sound HSSE performance comes from our employees who are well aware of HSSE norms and standards.

Keeping the above in mind, we rolled out a new online initiative called CLPI HSSE Weekly Quiz in FY 2018-19. Every Monday or on the first working day of every week, we shared five questions related to HSSE. The questions were simple but interesting and covered various HSSE areas relevant to CLPI employees and other stakeholders.

The correct answers were announced through email along with details of winners. This initiative was not to test HSSE awareness and understanding levels of employees but to enhance it.

We completed one full year of the weekly quiz, engaging over 4,000 employees and more than 50% responded correctly to all quiz questions.

FIVE PILLAR ZERO HARM JOURNEY PLAN

The vision for HSSE at CLPI is to ensure that all our activities and operations result in zero harm to our people (including contractors), customers, the public and the environment. Everyone, regardless of job role, has an important part to play in achieving our zero-harm vision.

The HSSE Improvement Strategy and Journey Plan to achieve zero harm comprises of five pillars as below:

- 1. Upliftment of our safety culture
- 2. Rethinking our risks
- 3. Involving our stakeholders in the journey
- 4. A healthy and engaged workforce
- 5. Operating in an environmentally sustainable manner

A gap analysis against the HSSE Improvement Strategy was conducted for each of the assets/regions, followed by the establishment of a journey plan to address action items. The plan focuses on ensuring that ‘enablers’ are put in place for launching strategic activities and reviewing effectiveness.

FIGURE 3.1 HSSE STRATEGY PILLARS

HSSE VISION

To ensure that all our activities and operations are organised and conducted to result in Zero Harm to our people, our customers, the public and the environment.

HSSE STRATEGY PILLARS



CLP GROUP BRAND VALUES

Being Trustworthy
Caring
Inspiring



FIGURE 3.2

CLPI HSSE PERFORMANCE INDICATORS 2018-19

Parameters	Renewables (Solar and Wind)		Paguthan		Jhajjar	
	Employees	Contractors	Employees	Contractors	Employees	Contractors
Fatalities	0	0	0	0	0	0
Fatalities Rate	0	0	0	0	0	0
Lost Time Injuries	0	1	0	0	0	1
Occupational Disease	0	0	0	0	0	0
Total Workhours	53,450 ¹	24,91,095 ²	1,12,606	8,18,396	4,61,132	36,24,579

Note 1: Includes employee workhours of all wind sites and Veltor solar plant, except the newly acquired solar asset in Dhule, Maharashtra

Note 2: Includes all wind sites. Solar assets have recently commenced operations, and CLPI’s O&M processes are being established to include contractor work hours

SAFETY CULTURE SURVEY

CLPI engaged ERM to conduct a Safety Culture Survey of CLPI’s operations. The survey was based on an internationally recognised methodology known as the Hudson Model. The survey sought employee and contractual partner perspectives on the prevailing safety culture at CLPI.

The broad objectives of the safety survey were as follows:

- Intended as a reliable tool to assess the success of the organisation’s initiatives to develop/improve a positive safety culture
- Assess safety awareness among employees and contractors associated with CLPI
- Gain information about perceptions of employees and contractual staff on safety in their areas and to provide them with knowledge on how safety perceptions vary across departments and disciplines

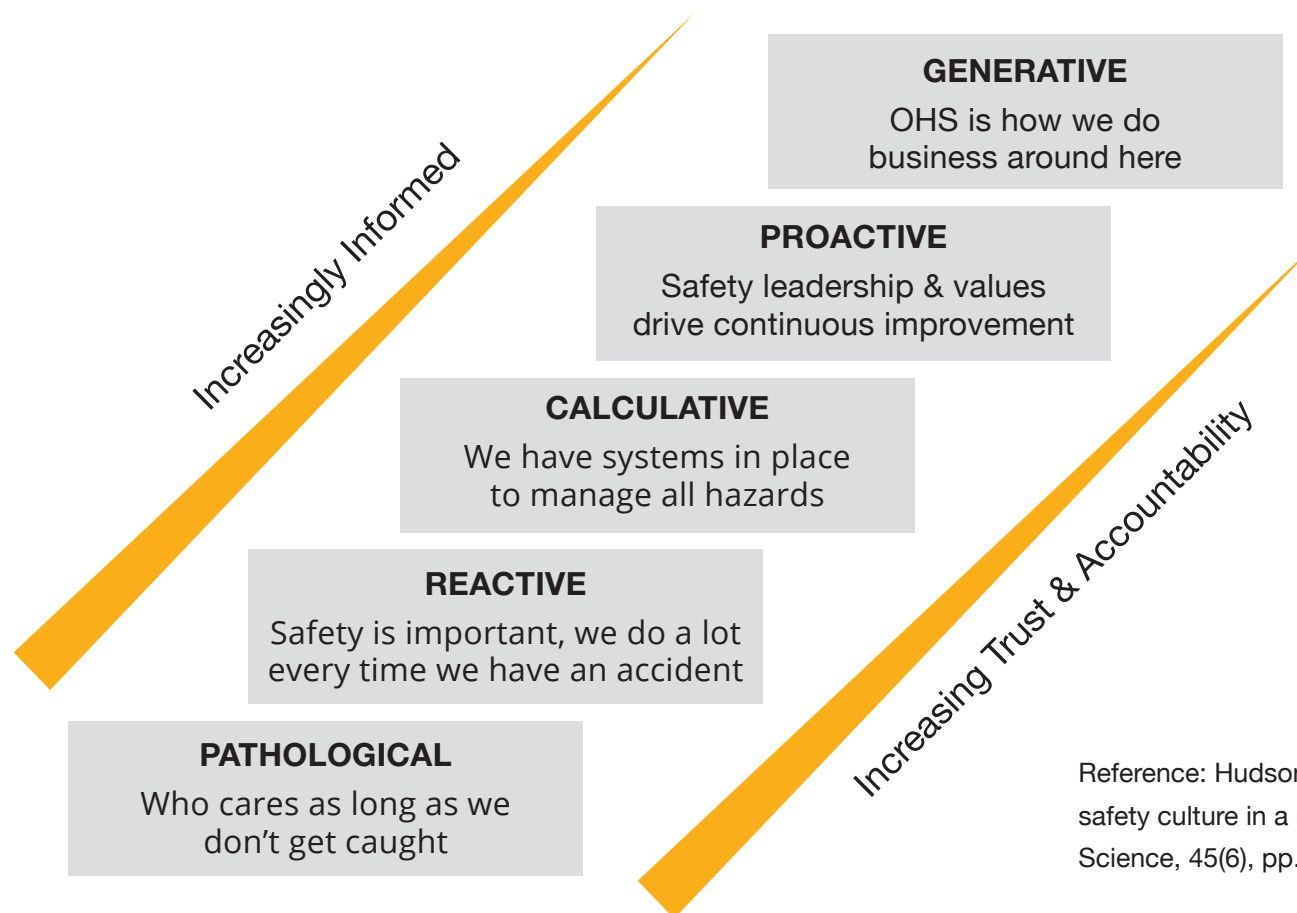
The CLPI Safety Culture Survey covered 16 assets, approximately 460 CLPI employees and 1,690 contractual staff. The survey was conducted from April to June in FY 2018-19 via a combination of survey questionnaire forms and one-on-one telephonic interviews.

OUTCOME

A safety culture score, which is the mean score of all (valid) responses, was calculated for the respondent population. On a scale of one-five, the **Safety Culture Score for CLP India is 4.38** (translates to a 'Proactive' safety culture maturity level - according to Hudson's safety culture maturity model) which indicates that employees feel that CLPI genuinely cares about the safety of workers and that it has effective systems and processes in place to manage the safety aspects of its operations.

FIGURE 3.3

HUDSON'S SAFETY CULTURE MATURITY MODEL



Reference: Hudson, P. (2007). Implementing a safety culture in a major multi-national. Safety Science, 45(6), pp.697.722

By implementing an enterprise wide HSSE risk management policy, we have been able to embed a safety-first culture firmly within CLPI. This, while helping us protect the lives of employees and prompting us to use environmental resources consciously, has also contributed toward business and operational excellence.

ENVIRONMENTAL PERFORMANCE

ENVIRONMENTAL PERFORMANCE

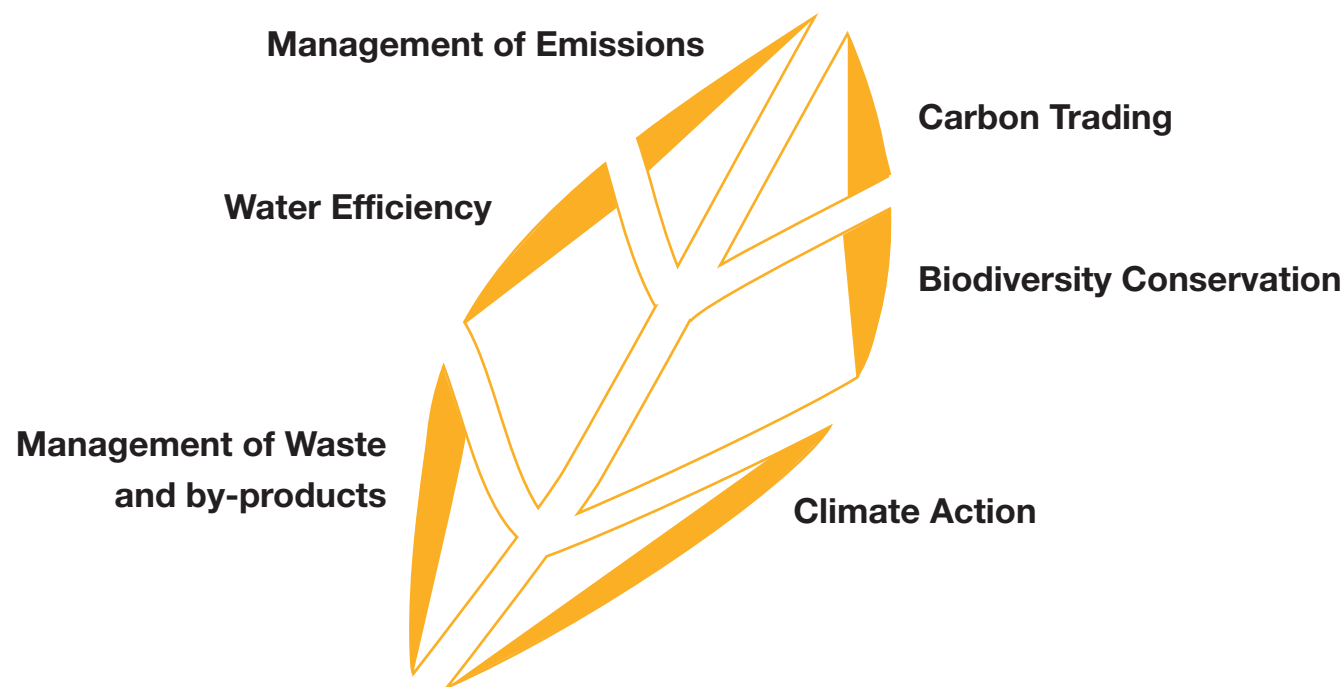
CONSCIOUS CONSUMPTION & PURPOSEFUL ACTION

CLPI has consciously initiated and adopted progressive strategies that are in the best interests of our business, environment and society at large.



FIGURE 4.1

CLPI'S APPROACH TOWARDS MANAGING ENVIRONMENTAL PERFORMANCE



The Climate Vision 2050, one such forward-looking strategy that affirms CLP's commitment towards building a cleaner and greener energy portfolio is a case in point. In line with this vision, CLPI's commitment towards environmental stewardship is demonstrated in its initiatives in the areas of pollution prevention, adoption of cleaner technologies, water conservation, waste management, energy efficiency, biodiversity conservation, training and awareness, community intervention and policy advocacy. Our Health, Safety, Security and Environment (HSSE) approach is guided by CLP Group's policies and guidelines and by the country's legal requirements. We have adopted a comprehensive HSSE policy that is formulated on the basis of needs and expectations of various internal and external stakeholders and outlines key environmental focus areas. Our key focus areas have been highlighted in Figure 4.1. The HSSE policy guides us on achieving sustained environmental performance in the long term and motivates us to strive towards continual improvement.

ENVIRONMENT PERFORMANCE MANAGEMENT MEASURES IMPLEMENTED AT CLPI PLANTS ACROSS INDIA

FIGURE 4.2

Facility	Water Management	Waste Management	EMS ¹ – ISO 14001 - 2015
Paguthan	√	√	√
Jhajjar	√	√	√
Sipla	√	√	√
Bhakrani	√	√	√
Tejuva	√	√	√
Samana	√	√	√
Mahidad	√	√	√
Chandgarh	√	√	√
Khandke	√	√	√
Andhra Lake	√	√	√
Jath	√	√	√
Saundatti	√	√	√
Haranpanhalli	√	√	√
Theni	√	√	√
Veltoor	√	√	√
Dhule	√	√	X#

FIGURE 4.3

Facility	CEMS ²	FGD ³	PCE ⁴	Low NO _x Burners
Paguthan	√	n/a	n/a	√
Jhajjar	√	√	√	√

1. **EMS** – Environment Management System
2. **CEMS** – Continuous Emissions Monitoring System
3. **FGD** – Flue Gas Desulfurisation
4. **PCE** – Particulate Control Equipment

#Dhule solar asset was acquired in the second half of 2018 and as per CLP Group guidelines, ISO 14001 will be implemented within two years of ownership

Note: CEMS, FGD, PCE and Low NO_x Burners are not applicable for renewable operations.

FGD and PEC are not applicable (n/a) for Paguthan facility

CARBON TRADING

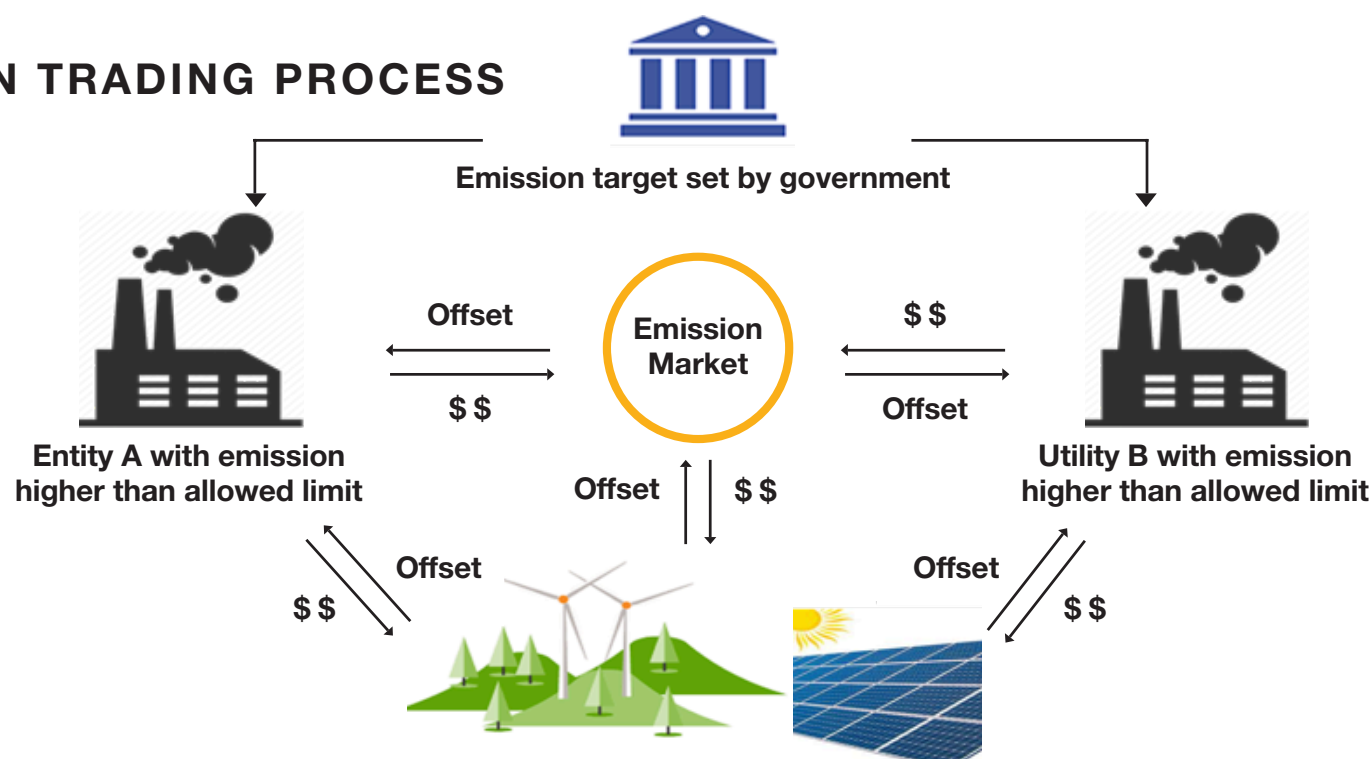
Climate change is an irreversible reality and yet all efforts towards mitigating it are meaningful. Energy usage in the post-industrial era has grown manifold and generation of energy using fossil fuels, leads to emission of greenhouse gases (GHGs), primarily carbon dioxide (CO₂). As a conscientious company, CLPI, taking the lead from the CLP Group, has already diverted its energies towards gradually expanding and increasing its renewable portfolio. Renewable energy projects, that are capital intensive in nature, but give out virtually no CO₂ in the process of power generation are entitled to various subsidies. Carbon credits or offsets are among the benefits provided to incentivise companies to build a low-carbon portfolio.

One tonne of carbon offset represents the reduction of one tonne of carbon dioxide or its equivalent in other greenhouse gases generated by the project activity. Thus, for renewable energy generation, approximately one ton of carbon offset is equivalent to one MWh of renewable energy supplied to the grid.

According to Article 17 of the Kyoto Protocol, these carbon offsets are tradable in international markets under the International Emissions Trading (IET) scheme. Any individual/organisation/country that need to fulfil their emission compliance (voluntarily or for commitments) can purchase these carbon offsets for an equivalent emission they may have generated either by usage of fossil fuels/ electricity use or both and/or by any other means. By purchasing equivalent carbon offsets, these entities are reducing their carbon footprints or meeting their international emission reduction commitments. The process is detailed in Figure 4.4.

FIGURE 4.4

CARBON TRADING PROCESS



All renewable energy projects installed and operated by CLPI issue carbon offsets after a stringent third-party verification process in line with the modalities and procedures stipulated by the United Nations Framework Convention on Climate Change (UNFCCC) or Voluntary Carbon Standards (VCS).

In FY 2018-19, CLPI has issued 989,047 tonnes of voluntary carbon offsets which is 5.7% of issued renewable carbon offsets in the world.

Further, to meet the requirements of small or retail customers, CLP has launched a website dedicated for online trading of CLP's carbon offsets:

<https://www.clpcarboncredits.com/>

Presently, Andhra Lake, Theni and Saundatti projects from India are displayed on the website. Any retail customer from around the world can purchase available volume of offset through the website.

CLIMATE VISION 2050

The CLPI Group, in 2007, came up with a futuristic document titled Climate Vision 2050. This document clearly outlines the CLP Group's vision of moving towards building a renewable energy portfolio and reducing emissions with clear targets to be achieved by 2050.

It is after the United Nations Paris Agreement, a global framework on limiting climate change and global warming, signed in 2016 by close to 200 signatory nations, that other global companies have started focusing on long-term strategies on similar lines.

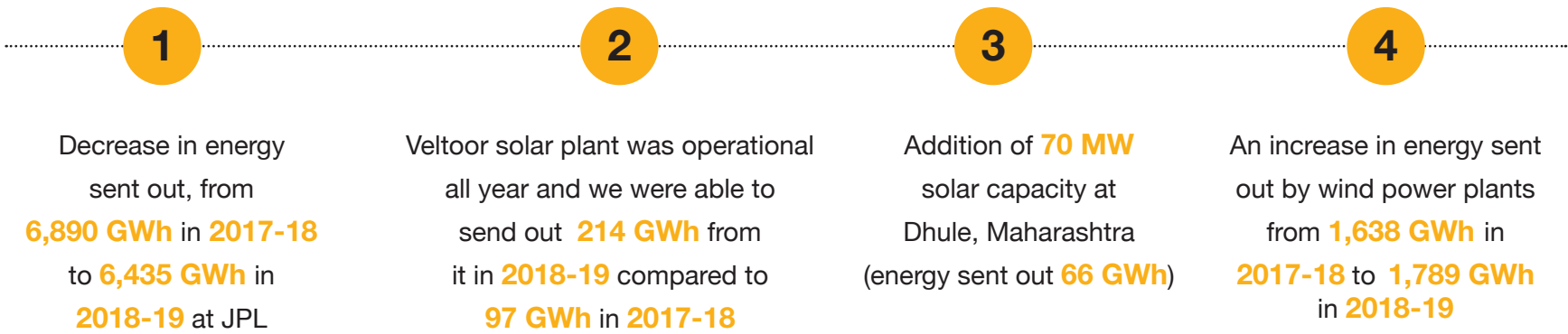
The vision document undergoes regular revisions based on climatic strategies recommended by relevant institutions and think tanks around the world. One major revision was made in 2017, where our 2050 cornerstone carbon intensity target was tightened from 0.2 kg CO₂/kWh to 0.15 kg CO₂/kWh, an 80% reduction from the 2007 baseline (the previous target was aimed at a 75% reduction), with new interim carbon intensity reduction targets in 2020 (0.60 kg CO₂/kWh), 2030 (0.50 kg CO₂/kWh) and 2040 (0.34 kg CO₂/kWh). Similarly, another review is being planned in 2019 to include more decarbonisation strategies.

GHG EMISSION INTENSITY

Our GHG emission intensity covers emissions per kWh of energy produced throughout the generation portfolio. At CLP, GHG emission intensity is imperative to analysis. It helps track our progress for external stakeholders as we make the transformation towards a low-carbon generation portfolio and helps us stay on track. CLPI’s strategy is in line with CLP Group’s Climate Vision 2050 in terms of meeting carbon intensity targets.

However, in 2017-18, CLPI saw an increase in carbon intensity compared to 2016-17. This was due to increased generation at both the Jhajjar and Paguthan plants combined with reduction in wind power generation. In our previous sustainability report, it was predicted that there would be a further increase of emission intensity through 2018-19 as the Power Purchase Agreement (PPA) at Paguthan was coming to an end and there was going to be a further increase in power generation at Jhajjar for two reasons: increased demand and better availability of coal.

In contrast to what was predicted, CLPI’s GHG intensity decreased from 0.70 kg CO₂e/kWh in 2017-18 to 0.68 kg CO₂e/kWh in 2018-19. Critical factors that contributed to this reduction in GHG intensity are:



GHG emissions are calculated in accordance with WRI/WBCSD GHG protocols and Intergovernmental Panel on Climate Change (IPCC) guidelines. We have used emission factors of our local grid while calculating emission due to purchase of electricity (Scope 2). All Scope 3 emissions are immaterial to CLPI as the primary activities of the company revolve around electricity generation, and a major part of the carbon footprint comes from those activities.

FIGURE 4.5

GHG EMISSIONS CALCULATED BASED ON STANDARD PROTOCOLS AT CLPI FOR THE PAST THREE YEARS

Parameters	Unit	2016-17	2017-18	2018-19
GHG Scope 1	kt CO ₂ e	2,713	6,346	5,951
GHG Scope 2	kt CO ₂ e	33	16	12
GHG intensity	kg CO ₂ e/kWh	0.58	0.70	0.68

The partnership with CDPQ has equipped CLPI to further broaden the renewable energy generation portfolio and take up non-carbon opportunities like entering the transmission and distribution sector.

AIR EMISSIONS

Our Continuous Emissions Monitoring Systems (CEMS) monitor various air emissions at our facilities including Particulate Matter (PM), Sulphur Dioxide (SO₂) and Oxides of Nitrogen (NO_x). We supplement this approach with third party audits.

FIGURE 4.6

AIR EMISSIONS AT CLPI PLANTS FOR THE PAST THREE YEARS, MONITORED BY CEMS

Parameters	Unit	Plant	2016-17	2017-18	2018-19
PM	Tonnes	Jhajjar	1,030	1,588	905
	Tonnes	Paguthan	n/a	n/a	n/a
SO ₂	Tonnes	Jhajjar	12,458	32,223	11,845
	Tonnes	Paguthan	01	04	03
NO _x	Tonnes	Jhajjar	3,982	8,330	5,354
	Tonnes	Paguthan	67	127	92

Over the past three years, the increase in coal energy generation has brought on an inevitable increase in SO₂ and NO_x emissions that are by-products of the combustion process. But keeping in mind new emission limits, Jhajjar power plant has operationalised Flue Gas Desulfurisation (FGD) units that are contributing towards curbing SO₂ emission intensity significantly.

At the Jhajjar power plant, there was only a 6.6% decrease in energy sent out during 2018-19 compared to the previous year. However, various technological interventions have contributed to notable reduction in air emissions during this reporting year. SO₂ emissions decreased by 63% compared to 2017-18, owing to FGD operations. Modifications were made to NO_x emission control equipments and combustion processes were optimised to restrict NO_x emission. This has helped reduce NO_x emission by more than one third, i.e. 36% in 2018-19 in comparison to 2017-18. In addition to the existing control measures for PM emission control, such as ESP and bag filters, FGD also contributed towards PM emission reduction. In 2018-19, Jhajjar power plant’s PM emission decreased by 43% compared to 2017-18.

FUEL CONSUMPTION

Coal, natural gas and oil are critical fuels in our operations. Hence, availability and efficient use of these materials are among key performance indicators for our business. Our goal has always been to optimise efficient use of these precious natural resources. As the need arose for the Jhajjar power plant to generate more power, coal consumption, too, increased during the past two years.

FIGURE 4.7

CONSUMPTION OF FOSSIL FUELS ACROSS CLPI PLANTS IN THE PAST THREE YEARS

Fuel	Units	2016-17	2017-18	2018-19
Coal	TJ	28,400	67,654	64,062
Natural Gas	TJ	2,684	3,787	2,696
Naphtha	TJ	Nil	484	358
Oil	TJ	109	110	64

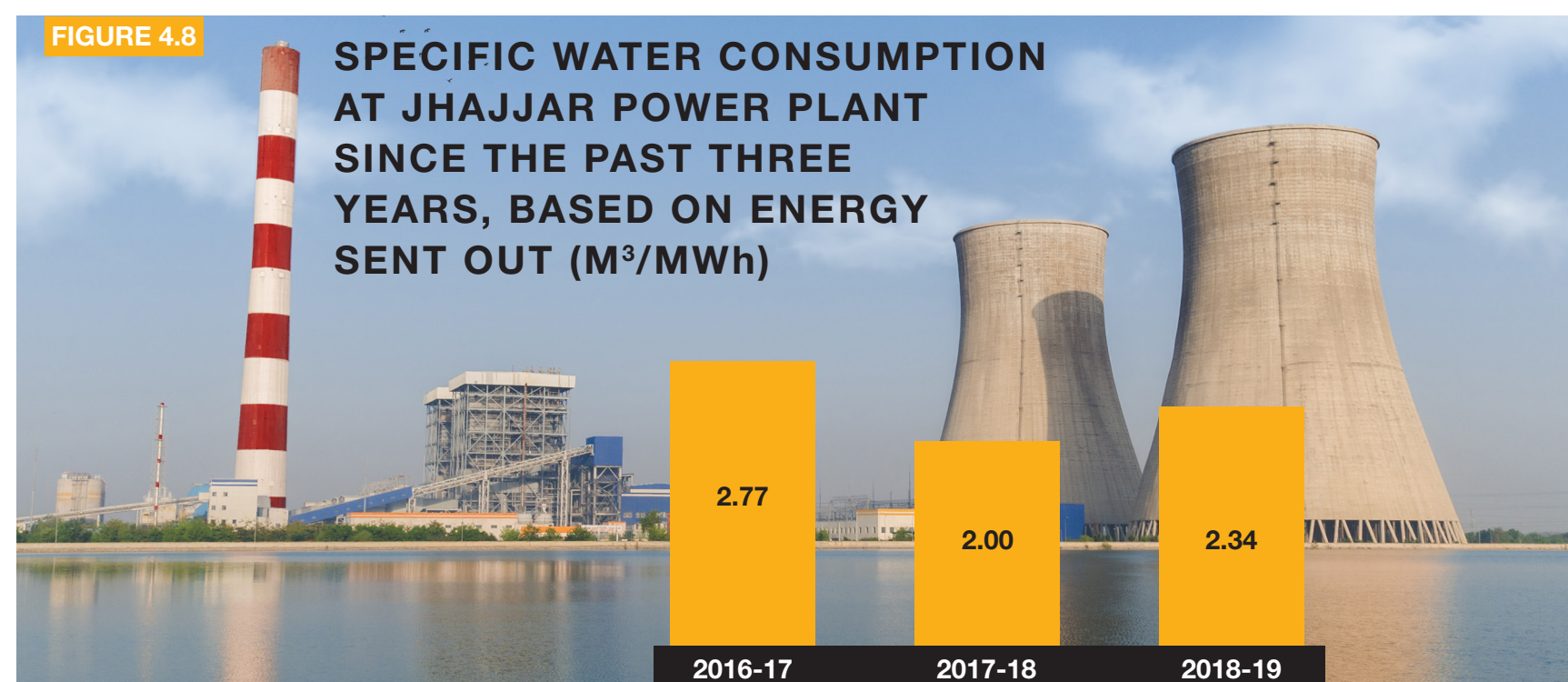
As the PPA with Paguthan CCPP was coming to an end in December 2018, and shortage of low-priced domestic gas continued, there was stable low natural gas consumption at our Paguthan facility. On some occasions, naphtha stock was used at Paguthan for competitive power generation.

WATER EFFICIENCY

Water is a scarce resource on the planet and thermal power plants are among the major consumers of water for industrial purposes. Water efficiency, therefore, is one of our key focus areas and we continuously take measures to optimise our consumption. Both our assets, at Paguthan and Jhajjar, operate with cooling water cycles of concentration (COC) of close to 6.0 and efforts are underway to further enhance cooling water COC which is essential for improving water efficiency.

Jhajjar, being a coal-based power plant, consumes more than 90% of the total water requirement across CLPI's operational assets. Necessary initiatives have been taken to ensure that the water used in JPL's operations is optimised. Figure 4.8 demonstrates the reduction in Jhajjar's water intensity over the years through various initiatives. Few of them include the use of advanced chemicals in cooling water treatment which has resulted in gradually increasing COC. Also, in order to increase the accountability of water use, metering and analysis is done continuously at various water use points. These collective efforts have resulted in identifying water wastage and have caused resultant decrease in water consumption.

FGD operations are water intensive. Despite FGD trial runs in the second half of 2018 and continuous operations since February 1, 2019, there has been a minor increase in water consumption but specific water consumption at JPL has been well below the statutory limit of 3.5 m³/MWh. Very few Thermal Power Plants (TPPs) in India have been able to achieve this low level of water consumption with continuous FGD operations.



Unlike TPPs, solar plants require minimal quantity of water, mainly for panel cleaning purposes. We ensure optimal use of water at our renewable operation sites. There has been no discharge of untreated water to any water bodies and no water bodies have been affected by discharge and/or run-off from our plants.

WASTE AND BY-PRODUCT MANAGEMENT

Power plants do not generate complex process waste from their operations. All hazardous and non-hazardous waste generated from CLPI’s operational activities are responsibly managed as per applicable legal requirements. We do not transport any hazardous waste categorised under the Basel Convention.

FIGURE 4.9

HAZARDOUS AND NON-HAZARDOUS WASTE GENERATED AT CLPI’S FOSSIL FUEL POWER PLANTS SINCE THE PAST THREE YEARS

Waste Particulars (Disposed/Recycled)	Unit	Jhajjar Power Plant			Paguthan CCPP		
		2016-17	2017-18	2018-19	2016-17	2017-18	2018-19
Hazardous Solid Waste	t	124.54	78.51	55.44	13.49	14.23	2.41
Hazardous Liquid Waste	kl	54.35	36.62	24.00	18.90	4.19	2.95
Non-hazardous Solid Waste	t	678.62	433.40	661.92	74.30	34.27	17.45

In line with our HSSE policy, we place emphasis on the 3R philosophy of waste reduction, reuse and recycle, as practicable. For this, our plants have systems in place for proper segregation and storage of waste until it is lifted by respective authorised agencies at regular intervals.

In 2018-19, at all our operational plants in India, we ensured responsible recycling and disposal of generated waste. Most of the hazardous waste was recycled or disposed off by authorised third party agencies and hazardous liquid waste was sold to authorised recyclers, so that it could be treated and reused. Hazardous solid wastes such as e-waste and battery waste were also responsibly sent to authorised recyclers. Further, non-hazardous solid waste was recycled as per pertinent Indian regulations.



During coal combustion, there is generation of fly ash and bottom ash. While fly ash is immensely suitable for cement manufacturing, bottom ash is very useful for road construction in place of topsoil. Both fly ash and bottom ash can also be used for brick manufacturing. The FGD process also generates gypsum as a by-product which is sold as raw material for cement production. Since Jhajjar is a coal-fired power plant, ash and gypsum are consistent by-products of the power generation process. In 2018-19, the total ash produced was 1.65 million metric tonnes. However, CLPI utilised over 2.26 million metric tonnes, including accumulated ash from previous years. Gypsum produced was 44,044 tonnes, and 81.76% of it was utilised within the year. These practices promote resource efficiency, ensure that waste does not end up in landfills and foster the move towards a circular economy. Nevertheless, utilisation of ash has been an arduous task. There is a dedicated ash management team that monitors ash utilisation very closely throughout the year. To ensure the utilisation of fly ash, there are various short-term, medium-term and long-term contracts with various cement industries. The major bottleneck is utilisation of bottom ash due to its physical properties. It is not useful for cement and sparingly used for brick manufacturing industries. However, through consistent liasoning with the National Highway Authority of India (NHAI) and Public Works Department (PWD), the Jhajjar plant has started disposing its bottom ash by supplying it for road construction projects and to brick manufacturing units in neighbouring locations.

Though there is no major waste generation from our renewable assets, we have established waste management systems for segregation, storage and disposal of any waste generated from our renewable operations as well. We are in the process of reporting the waste data for our renewable assets.

We have spillage management systems in place at all our thermal and renewable operational facilities. Employees and contract partners are trained regularly to respond to any kind of spillage or leakage. There was no significant spillage or leakage that happened at any of our facilities during the reporting period.

REGULATION AND COMPLIANCE

Air quality has become an emerging issue in India, compelling policymakers to tighten environmental norms, particularly for industries that generate a lot of emissions. In December 2015, the Ministry of Environment, Forests and Climate Change (MoEF&CC) came up with new emission norms for TPPs and directed individual TPPs to meet these norms within a certain timeframe. Our Jhajjar plant falls under the purview of these new norms and we have made all arrangements towards meeting the compliance in a timely manner. The technology that we have adopted for compliance with new emission norms is detailed in Figure 4.10.

FIGURE 4.10

TECHNOLOGIES ADOPTED AT JHAJJAR POWER PLANT FOR AIR EMISSION COMPLIANCE

Emission Parameters	Available Emission Control Equipment
PM	Combination of Electro Static Precipitator (ESP) and bag filter (hybrid design)
NO _x	Combination of low NO _x burner and secondary over fired damper
SO ₂	Wet type Flue Gas Desulfurisation (FGD)

During the financial year 2018-19, there were no environmental regulatory non-compliances which otherwise would have resulted in levy of fines or prosecution by authorities. On November 20, 2018, the National Green Tribunal, New Delhi (NGT) passed an order directing all TPPs (including JPL), that were unable to utilise 100% fly ash up to December 31, 2017, to deposit damages based on the capacity of the plant. We collaborated with the Association of Power Producers and along with other IPPs, filed a petition before the Supreme Court, pursuant to which the apex court has stayed the NGT order and directed MoEF&CC to form a joint committee to provide recommendations for further action. We are awaiting the Joint Committee report and further direction from the authorities in this regard. We continue to explore viable options for ash utilisation from JPL, which remains a key environmental challenge for us.





CLPI JHAJJAR POWER PLANT: PIONEER IN FGD INSTALLATION

Jhajjar Power Limited, located within 100 kms of Delhi-NCR, is a super-critical TPP with advanced cleaner technologies (CT) like hybrid technology (electrostatic precipitator and fabric filter) for Particulate Matter (PM) emission control, Low NO_x Burners and Secondary Over Fire Air (SOFA) for NO_x reduction and FGD for SO₂ control. Additionally, it is also a Zero Liquid Discharge (ZLD) plant.

In India, there was no statutory limit for stack SO₂ and NO_x emissions from coal fired TPPs when the plant was conceptualised, built and subsequently declared commercially operational in July 2012. The limit of 200 mg/Nm³ for SO₂ came into effect with the MoEF&CC notification dated December 2015. JPL is the only plant in Delhi-NCR and amongst very few plants in India having FGD installed. In line with the phasing plan issued by Central Electricity Authority (CEA) and subsequently endorsed by CPCB, JPL has recommissioned the FGD for continuous operation, starting February 2019. Presently, we have been able to comply with new SO₂ emission norms by keeping our SO₂ emission levels well below 200 mg/Nm³.

We are in the process of adding more redundancy mechanisms to enhance efficiency and ensure reliability of FGD on a continuous basis.

As a matter of pride, JPL is now considered a torchbearer in the Indian thermal power industry, specifically for FGD technology implementation.



BIODIVERSITY CONSERVATION

Biodiversity conservation is critical for safeguarding common natural resources like air, water, soil, food supply and human systems. Loss of biodiversity is also a threat to economic sustainability in the longer run. At CLPI, we give utmost importance to conservation of biodiversity at all our operational assets. There are over 37,000 trees at our Paguthan power plant creating a conducive environment for local species. The Jhajjar power plant, commissioned in 2012, has over 3,50,000 trees that have been planted in its premises within just six years of starting operations. This is helping the plant maintain a dense green belt covering over 35% of its total land area. We continuously explore opportunities to plant trees in our renewable assets and around the communities we operate in. Over 2,000 trees have been planted during this reporting period at our wind and solar sites.

We have been instrumental in conserving and proliferating rich biodiversity in and around our plants and townships. These include a wide range of flora and fauna (almost 70 varieties of migratory birds, snakes, monkeys, lizards, scorpions, etc.). All these have been documented in a coffee table book titled “Green and Alive.”

As a conscious company in the business of power generation that contributes significantly to GHG emissions, CLPI has taken concrete steps to offset its carbon footprint by increasing operational efficiency, putting environmental management systems in place, conservation of biodiversity in and around operational zones and taking responsible steps towards building a renewable portfolio. Using the Climate Vision 2050 as our guide, CLPI aims to contribute more than its share towards reducing emissions and powering the nation with clean energy.



PEOPLE - HR

PEOPLE-HR

COMMON CAUSE & COMMITTED INDIVIDUALS

CLPI's core values of 'operational excellence, sustainability through responsibility and respect for all' are driven by CLP Group's vision of being 'the leading responsible energy provider in the Asia Pacific region, from one generation to the next'. Our vision motivates us to make a positive contribution every day and our values help us exceed benchmarks we have set for ourselves.



FIGURE 5.1

WHAT WE STRIVE FOR AT CLPI

Open, transparent communication and an environment of trust:

We hold ourselves to the highest standard of ethics in our dealings with all stakeholders. Our employees are guided by our code of conduct – ‘we do what is right, with pride’.

Engagement, learning and development

Our approach to engaging with employees is multi-dimensional and looks at the following: professional and personal growth, fun at the workplace, opportunities for cross-functional and cross-cultural interaction, along with involvement in developing our communities.

Driving a performance culture:

Our employees focus not only on the ‘what’ of their performance but also the ‘how’. In today’s VUCA world, we understand the need for greater agility and outcome orientation.

Health and wellness

We look at health and wellness as a state of mental, physical and social well-being and not merely as the absence of disease. Our health and wellness policy covers our employees, families, contract staff and our communities.

Diversity and inclusion

We are committed to building an organisation that provides fair opportunities to all, and creates a workplace culture that values diversity and inclusion.

‘TO BE THE EMPLOYER OF CHOICE IN THE POWER SECTOR’

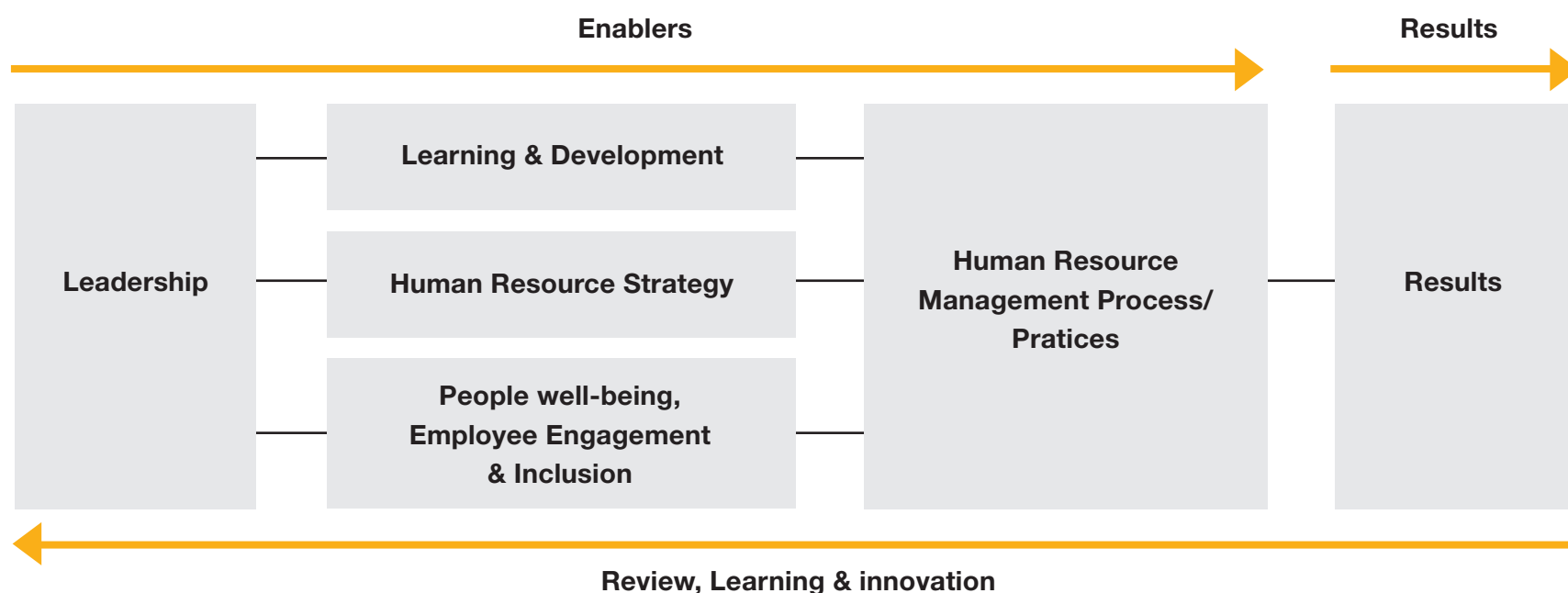
HR EXCELLENCE AS A WAY OF LIFE

CLPI is consciously striving towards creating workplace policies and practices that are best in class and support employees in their various life stages. While leading the way in terms of employee care, we also commission surveys by third party consultants periodically to benchmark our people policies and practices with best-in-class organisations. After undertaking a Human Rights Due Diligence in the previous year, in 2018 we commenced our journey of HR Excellence using the CII-HR Excellence Model. Our maiden HR Excellence Assessment was carried out by independent assessors from CII in the last quarter of 2018.

The CII HR Excellence Assessment model looks at HR excellence as a crucial element in organisational excellence. The model is developed based on frameworks used in global excellence assessments and contemporary models worldwide. The assessment focuses on the organisation's leadership in creating a shared vision, how HR strategy helps in achieving organisational goals, how HR practices and processes, including learning and development allow achievement of organisational and personal goals; and how results are used to understand and improve performance of employees and business. In summary, this model considers excellence of practices, i.e. enablers and results.

FIGURE 5.2

THE CII HR EXCELLENCE ASSESSMENT MODEL



Reference: CII Institute of Quality

CLPI was subsequently recognised by CII for ‘Strong Commitment to HR Excellence.’

We intend to undertake a similar independent assessment for our businesses beginning with Jhajjar Power Limited in the near future. These and subsequent actions will help us connect the dots across functions and embark on a journey of continuous improvement while building a sustainable organisation.

FIGURE 5.3

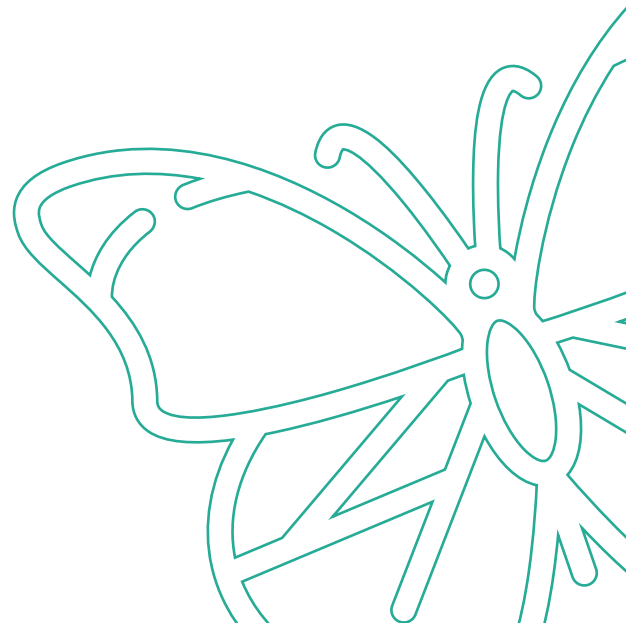
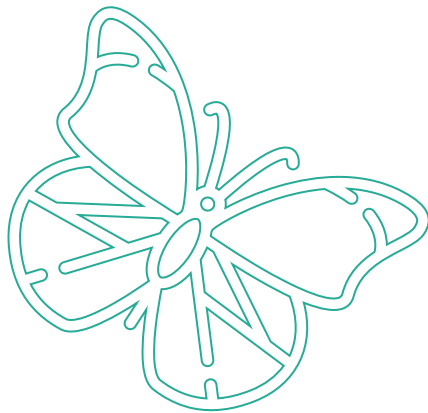
CLPI’S STRENGTH AREAS AND OPPORTUNITIES FOR IMPROVEMENT AS PER CII HR EXCELLENCE ASSESSMENT

CLPI WAS FOUND TO BE STRONG ON:

- Ethics
- Corporate Governance
- Code of Conduct (CoC)
- Transparency
- Employee welfare and benefits
- Policies for women
- HSSE focus
- CSR
- Clarity of vision and direction among leadership
- Employee development initiatives
- Digital transformation processes

OPPORTUNITIES FOR IMPROVEMENT:

- Structured process for HR strategy formulation
- Interface with asset managers at renewable sites
- Relook at reward and recognition system
- Involvement of people in suggestion schemes, kaizen, CFTs, 5-S
- Implementation / certification on SA8000, ISO 45001
- Value proposition to move towards “Employer of Choice”
- Training for Lean, Six Sigma, TPM
- 360-degree feedback for critical positions



EMPLOYEES AND CONTRACTUAL STAFF NUMBERS

CLPI strives to create a conducive atmosphere for employees. Everything being equal, when hiring for our assets across project locations, preference is given to locals. The average age in the organisation is close to 37 years, indicating a young workforce full of energy and ideas.

FIGURE 5.4

CLPI EMPLOYEE STRENGTH AND KEY STATISTICS AT A GLANCE

	as at 31-Mar-2019			as at 31-Mar-2018			as at 31-Mar-2017		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Employees	399	50	449	420	52	472	413	52	465
Employees in managerial roles	51	3	54	57	3	60	58	5	63
New hires	27	5	32	36	5	41	63	15	78
New hires in managerial roles	2	1	3	6	-	6	6	-	6
Average age of employees	37			36			36		
Voluntary attrition 12-month moving average	7.0%			3.0%			6.7%		
Contractual staff	2,221	21	2,242	1,681	13	1,694	-*	-*	1,751

*Breakup not available

RENEWABLES UNIVERSITY

CLPI and the country at large are at the cusp of a growth phase in the renewable energy space. This means lot of activity at our sites and at the same time, a lot of learning to be acquired to respond to this growth phase. Our experience showed that employees from remote sites would often find it difficult to attend training programs at different locations. Thus, the idea of a virtual learning platform that would serve as a constant source of information and development took shape in 2018-19. This virtual learning platform has been christened “Renewables University (RU)”.

It serves as the fuel that powers the renewables team and inspires learning and holistic development among them.

The RU boasts of a progressive pedagogy that includes book reviews, special task forces, presentations, formal trainings, etc. to help strengthen capabilities. The highlights of the platform include easy access to resources, flexibility to adapt several modes of learning based on the users’ requirements and a curriculum that is customised to individual needs.

FIGURE 5.5



FIGURE 5.6

ACTIVITIES CARRIED OUT BY THE RU IN FY 2018-19

RU Learning Modes		Sessions	% of Employees Covered in Renewable Operations
Lectures	▶	9	69%
Book Reading	▶	11	100%
Book Reviews	▶	2	100%
Presentations	▶	2	100%
Functional Training	▶	9	89%
Behavioural Training	▶	9	59%

Close to 20 topics have been covered through various learning modes at RU. To further strengthen the offering, we will also include online learning to allow RU students to take up certified courses at their own pace based on specific requirements. We plan to extend this mode of learning to all CLPI employees going forward.

Separately, at the organisational level, about 80% of all our employees underwent at least one training intervention in FY 2018-19 with the average number of training days per employee being 3.2.

PROMOTING DIVERSITY AND INCLUSION

CLPI is an equal opportunity employer and does not differentiate on any parameter, be it gender, age, race, nationality, religion, region, disability, colour, or any such factors of discrimination.

Apart from consciously trying to increase the number of women in the workforce, the endeavour is also to have policies and practices that promote a healthier and more friendly work environment for our women colleagues and employees at large.

Some of the steps that we have taken to make our environment more conducive to women are:

- Maintain a 50:50 (male: female) recruiting ratio for entry level recruitment from campus
- Providing internships to women
- Incentivising our recruitment consultants for female hires
- Introduction of paid maternity leave of six months for women employees way back in 2012, as well as introducing adoption leave and paternity leave
- A gender-neutral policy for prevention of sexual harassment at the workplace
- CSR efforts in our communities with special focus on “Youth and Women Empowerment”

As we move into newer business areas, having a diverse workforce becomes increasingly important for us. Thus, diversity is a strategic priority.

Of the total employee strength at CLPI, 11% are women. Additionally, 15.6% of our new hires in FY 2018-19 were women and 33% of those were hired in managerial roles.

HEALTH AND WELLNESS

Wellness, a work culture that promotes personal and professional development is a priority that we consistently and consciously work towards. As an organisation, we recognise that health and wellness of our employees is an important driver for business success. We look at health and wellness as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.

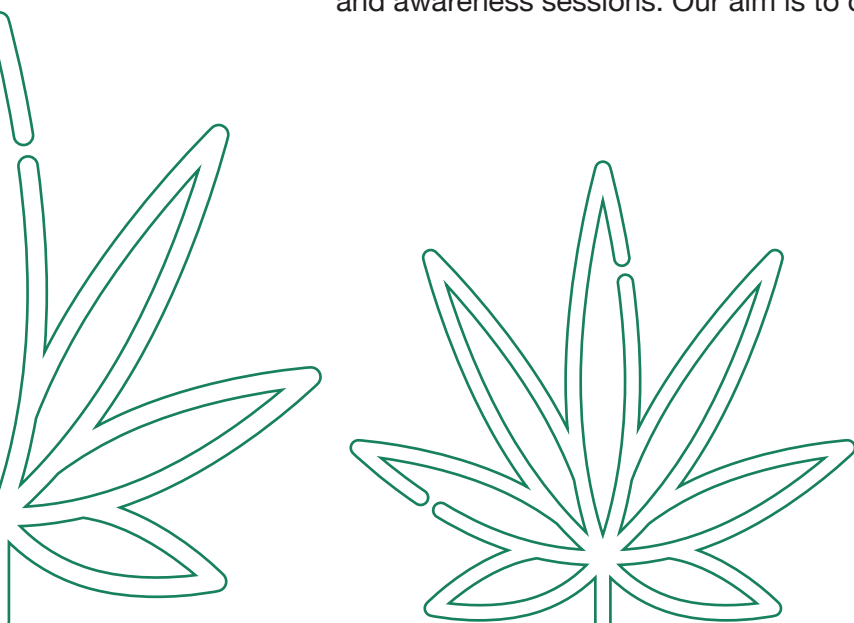


The following are key initiatives that outline our health and wellness policies:

- All employees are covered under Group Mediclaim Coverage (GMC), Group Personal Accident (GPA) and Group Term Life Insurance with a Critical Illness Rider (GTL).
- All employees are encouraged to undergo annual medical check-ups.
- As part of our Employee Assistance Program, an employee can avail consultation on a comprehensive range of issues like relationship concerns, family matters, stress or work-life balance, team management as well as any legal or financial concerns. This benefit is not only available for employees but also for their families.
- We have regular awareness sessions and health camps for employees and contractual staff to create awareness on different health-related topics.
- We encourage a number of festival celebrations, cultural events, events for children and sport competitions. In our townships, employees and families can come together as a community for such celebrations. Employees and families also come together and celebrate milestones and employee achievements at an annual event.

Our practices are also adapted to the needs of specific groups of employees:

- At our Mumbai office, the concept of flexi-hours was introduced keeping in mind the travel time in the city.
- At renewables sites, employees are provided with vehicles to commute between home and the site and while travelling within the site, employees are provided with customised health cards, online knowledge platform through learning @ RU, etc.
- At our plants in Jhajjar and Paguthan, we have a wide range of facilities that are available to our employees as well as their families like club houses with recreational facilities (gym, movie screening, sports, pool, etc.), restaurants, company provided transport to nearby cities and for employees' children for school. Since the Jhajjar township is situated far away, the township also has a small grocery store, stationery store, laundry and barber shop within the premises. Additionally, we provide primary medical services free-of-cost for employees and families at these locations which includes expert doctor consultations, medical camps and awareness sessions. Our aim is to create an engaging and sustainable workplace for all living within the asset premises.



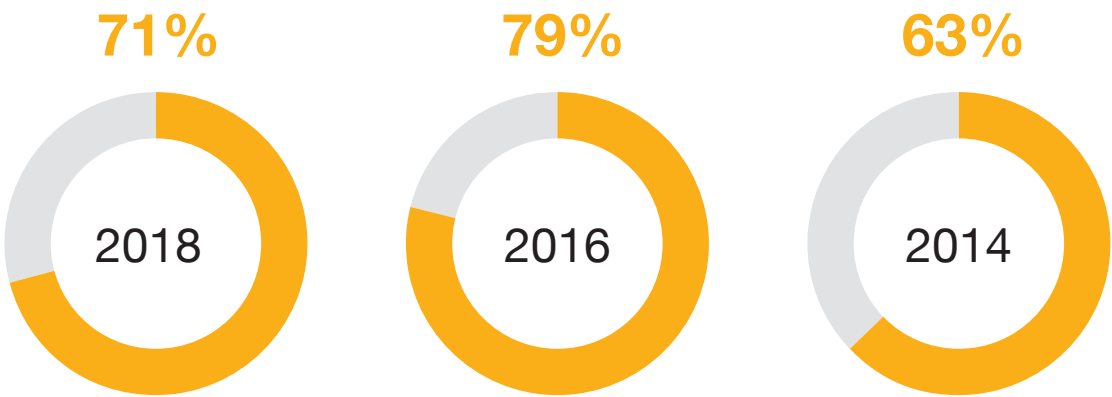


ENGAGEMENT

Engagement and employee involvement are taken very seriously at CLPI. We conduct an Employee Engagement Survey through a third party partner every two years. Our results are benchmarked against companies in the power generation sector, medium-sized enterprises and the best employers in India. This is followed by creation of Employee Work Groups that work on action areas for improvements identified through the survey.

FIGURE 5.7

EMPLOYEE ENGAGEMENT ACROSS THE LAST THREE SURVEYS



In 2018, our employee engagement score was 71% with an engagement ratio of six engaged employees for every one disengaged individual. This high rate of engagement is also reflected in our score on various parameters like safety at 95% and D&I at 75%. It is worthwhile to note that 92% of employees perceived CLPI to be a socially and environmentally responsible organisation and about 88% believed that there was a sense of respect among co-workers. As an organisation progressively working towards building a clean energy portfolio and being a great place to work, this affirmation from employees is an indicator that we are on the right path.

Even as we work towards the ambitious goals that we have set for ourselves, we know that we cannot achieve them alone. It will take the wholehearted commitment and the zealous energy of each and every employee to make CLPI achieve its vision.

SOCIAL PERFORMANCE

SOCIAL PERFORMANCE

INFINITE POTENTIAL & EQUITABLE EVOLUTION

CLPI's CSR policy establishes a common and coherent approach to CSR among all corporate functions and business units. This facilitates organised and efficient deployment of CLPI's resources to contribute towards development of communities in which we serve.

Catering to the needs of the community in general, is the foremost priority for CLPI and we carry out need assessment surveys and impact assessment analysis on a periodic basis.

We engage in long-term partnerships with credible national, regional and local community organisations, non-governmental and charitable organisations to deliver our CSR mandate. While we have specific themes to work for, our cross-cutting focus has been youth and women empowerment. One of the cornerstones of any initiative or programme that we undertake is the opportunity for employees to actively participate in them as volunteers and interact with the community at a deeper level.

The detailed policy is available here:

https://www.clpindia.in/substainability_csr.html

FIGURE 6.1

CLPI CSR FOCUS AREAS

- Education and Skill Development
- Water Conservation and Actions on Climate Change
- Livelihood and Women Empowerment
- Healthcare and Sanitation
- Sustainable Community Development and Rural Infrastructure



CSR STRATEGY

Our CSR initiatives are created under the guiding framework of the United Nation's Sustainable Development Goals (SDGs). Local, national and global development challenges as well as state-specific development indicators all are taken into consideration when undertaking a CSR initiative. But the needs of the community that we are implementing the initiative for are given paramount priority. CLPI has created a 'CSR Procedures Document', for all CSR projects undertaken by CLPI, that serves as an enabling document for implementation of activities. Effective stakeholder engagement also plays a key role in the implementation of CLPI's initiatives and it finds mention in our process framework.

FIGURE 6.2

KEY FEATURES OF CLPI'S CSR STRATEGY

Community Involvement

Community participation at all levels ensures sustainability of programs beyond CLPI's involvement

Leveraging Government Schemes

CLPI actively promotes and assists in implementation of government schemes in communities it works with

Partnerships with Credible Organisations

CLPI partners with credible organisations to create impactful frameworks and programmes that make a lasting difference to the lives of beneficiaries

Monitoring and Evaluation

CLPI follows programme and process level monitoring frameworks to effectively measure impact of existing initiatives



Outlined below are some key features of our CSR initiatives:

COMMUNITY INVOLVEMENT

Community involvement is the key to the success of any CSR initiative and we value it immensely at CLPI. Inputs and contributions of community members are sought at every stage, right from designing to implementing and monitoring of development projects. We form Village Development Committees (VDCs) in our project villages with representatives from all sections. It helps us implement programmes in a democratic and inclusive manner. Community members who have indigenous knowledge and experience assist our project teams in problem solving and coming up with innovative solutions. At the end of the project cycle (generally three years), we hand over the ownership of the assets and facilities created to the communities. The sense of ownership among community members helps in ensuring sustainability of the programmes beyond our intervention.

LEVERAGING GOVERNMENT SCHEMES

The Government of India has come up with a variety of schemes for all sections of society on a whole host of issues. CLPI believes that apart from creating our own programmes, it is equally important to be able to facilitate the benefits of existing schemes to those who need them. We support existing government schemes in our project villages through spreading awareness and providing additional funds and human resources, if needed. For instance, in Maharashtra, we encourage communities to get maximum benefits from existing government schemes like Jalyukta Shivar Abhiyan. In Gujarat, we support schemes being implemented by Water and Sanitation Management Organisation (WASMO), a facilitating organisation established by the Government of Gujarat.

PARTNERSHIPS WITH CREDIBLE ORGANISATIONS

Effective partnerships facilitate mutual learning amongst different organisations working in the same field. Our partnerships with reputed and credible implementation agencies add immense value to our CSR initiatives. Once we identify an implementing partner, we carry out due diligence as per the Assessment and Empanelment Standard of Development Institutions in India (AESDII) framework developed by Tata Institute of Social Sciences (TISS). TISS AESDII, aligned to SDGs, has been developed by a team of experts comprising of academicians, researchers and practitioners from varied disciplines. The intent is to ensure that the implementation partners reflect and introspect on both success/outcomes and shortcomings/gaps, and plan a roadmap for capacity building and future action.

MONITORING AND EVALUATION

PROGRAMME LEVEL MONITORING

Our programme level monitoring involves four steps as demonstrated in Figure 6.3. This includes designing specific scope and key performance indicators and organising field monitoring. We also initiate peer reviews.

FIGURE 6.3

CLPI’S FOUR-PRONGED APPROACH TO EFFECTIVE PROGRAMME LEVEL IMPLEMENTATION OF CSR INITIATIVES



PROCESS LEVEL MONITORING AND CSR GOVERNANCE FRAMEWORK

At the process level, as depicted in Figure 6.4, monitoring starts with field teams such as Extension Volunteers (EVs) or Village Development Committees (VDCs) at the village level. Respective location/business CSR teams receive broad-based support from cross-functional teams including business heads in the form of Asset CSR forum. The process further receives support from the corporate CSR team and the board committee on CSR.

FIGURE 6.4

CLPI’S PROCESS LEVEL MONITORING AND GOVERNANCE FRAMEWORK



STRATEGY FOR IMPACT MEASUREMENT

During the project period, we use an ongoing feedback mechanism to evaluate the impact that our programmes are creating in communities. Based on feedback, we may decide to go for a mid-course correction. At the end of the project cycle, we calculate immediate impact and output compared to the baseline and against stated or envisaged targets. Generally, we measure impact in an appropriate timeframe of three-five years for short to medium-term projects and 10 years for long-term projects and key social changes.

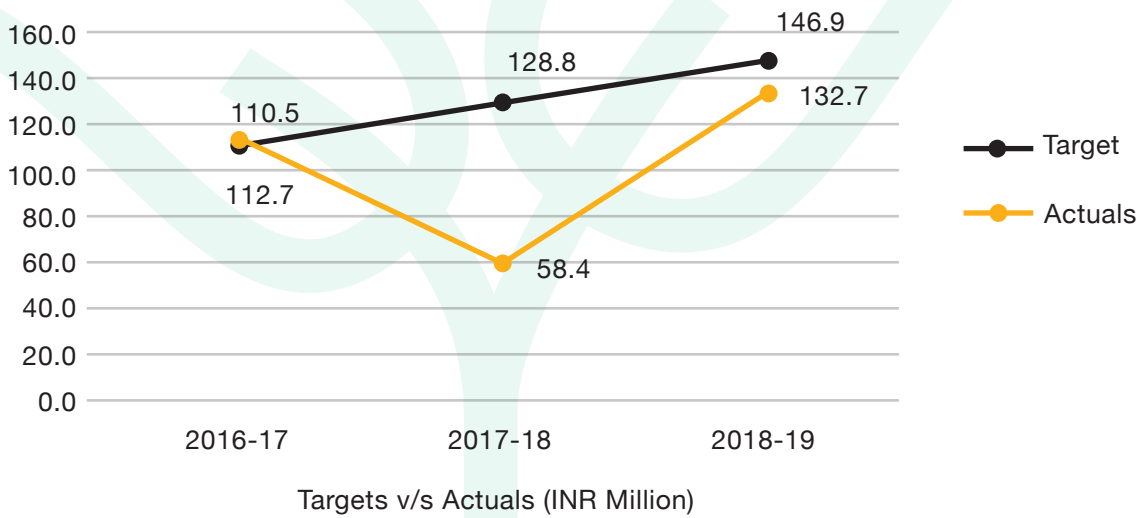
FIGURE 6.5

ENTITY-WISE CSR SPEND DETAILS – FY 2018-19

SL. No.	Entity	Total amount to be spent for the financial year (INR MN)	Total Amount Spent (INR MN)	Amount unspent (INR MN)
01	CLP India Private Limited	66.89	69.06	NIL
02	CLPWF (India) Private Limited	34.41	34.89	NIL
03	CLP Wind Farms (Khandke) Private Limited	4.10	4.36	NIL
04	SE Solar Limited	0.46	0.50	NIL
05	Jhajjar Power Limited	40.96	23.89	17.07

FIGURE 6.6

CSR SPENDS BY CLPI ACROSS LAST THREE FINANCIAL YEARS AT A GLANCE



HIGHLIGHTS: KEY CSR INITIATIVES

1. EDUCATION AND SKILL DEVELOPMENT

Education goes a long way in positively impacting an individual's immediate and future prospects. It opens doors for economic prosperity and significantly affects the standard of living. At CLPI, we support education and skilling initiatives as represented in Figure 6.6. Women empowerment and focus on young girls are underlying priorities in all the education initiatives that we support. Our initiatives are aligned to SDG 4 – Quality Education and SDG 5 – Gender Equality.

FIGURE 6.7

CSR INITIATIVES BY CLPI UNDER EDUCATION & SKILL DEVELOPMENT



CLPI SCHOLARSHIP SCHEME

CLPI Scholarship Scheme is our flagship education intervention program. It is implemented in all community catchment areas around CLPI’s business locations in the country. It aims at providing financial support to aspiring but needy students for their 10+2 education, vocational courses, graduation and further studies. The scheme involves provision of financial support in the form of non-returnable scholarships to cover education and related costs incurred by students. In addition, we provide special incentives to exceptionally meritorious students. In FY 2018-19, CLPI awarded scholarships to 82 students and educational kits to 215 students in Paguthan and nearby villages in Gujarat. CLPI scholarships were provided to 244 students in Tejuva, Rajasthan, Chandgarh, Madhya Pradesh, Samana and Mahidad in Gujarat, Veltoor, Telangana and Jath, Maharashtra. In Khandke in Maharashtra and its nearby villages, we supported 24 students with financial assistance for their graduation and further studies. In Jhajjar in Haryana, 45 students received scholarships.



TURNING DREAMS TO REALITY

CASE STUDY

**Shahina Mushtaq Patel |Gujarat
Recipient of CLP Scholarship| Completed Bachelor of Science**

Shahina is an economically independent woman today. She teaches at a college in Bharuch and also takes tuitions at home. But life was not always like this for her. Her father is an autorickshaw driver, her mother runs the home and takes care of Shahina’s brother, who is physically challenged.

Our Extension Volunteer, Rashidaben identified her as a beneficiary for the scheme. Shahina received a CLPI Scholarship to complete her Bachelor of Science (B.Sc.) degree.

Today, Shahina bears the responsibility of her brother’s medical expenses and contributes to the home, considerably bettering their plight from before. Shahina is greatly indebted to the EV and the CLPI Scholarship Programme. We are humbled to be the wind beneath the wings of hundreds of students like Shahina and helping them turn dreams into reality.



SUPPORT TO FORMAL EDUCATION INITIATIVES

The two areas in which CLPI supports formal education initiatives is through contributions to mid-day meals (MDMs) and by organising innovative and informative educational programmes in schools on a periodic basis.

MID-DAY MEALS

The Government of India has identified nutrition as one of the key factors in driving human development, reducing poverty and boosting economic growth. The MDM scheme launched by the government has helped reduce dropouts from schools and contributed to the fight against malnutrition of children in India. To further this mission, CLPI has supported the setting up of a new centralised kitchen at Nawabpet, Mehbubnagar near its Veltoor solar project site in Telangana. The kitchen delivers 20,000 meals per day as part of the MDM scheme to schools and aanganwadis. During the year, the company also sponsored mid-day meals at Hubli for 5,000 school children across 27 schools near its Saundatti wind site in Karnataka.

INNOVATIVE EDUCATIONAL INITIATIVES

Apart from providing free access to education for all, ensuring quality education must be the next prerogative. To that end, CLPI through its various interventions, motivates students to continue schooling and learn through fun and innovative ways. In 2018-19, at the Khandke site and villages in and around the site, more than 170 school students and teachers from four government schools participated in science workshops where children made solar cookers and windmills as art demo pieces. Science workshops and eco club activities covered 22 schools in Veltoor, Samana and Mahidad sites. The company also supported the not-for-profit, Pratham, in preparing the Annual Status of Education Report (ASER) 2018 in Ahmednagar district. Pratham carries out the ASER survey across the country to estimate basic learning levels among children across districts and states and identify learning gaps. At Jhajjar, we conducted various awareness programmes in schools across four villages. In these schools, 410 students participated in celebrations on National Fire Service Day, World Environment Day, World Health Day, Martyrs Day and International Yoga Day. We also provided additional teaching staff in five government schools in Jhajjar to enhance quality of primary education.

INFORMAL EDUCATION PROGRAMMES

Alongside supporting formal education initiatives, we have also attempted to innovate in the area of informal education in the villages around Paguthan in Gujarat. We organise informal classes for all children—enrolled, dropped out and out-of-school—through age appropriate sessions. It complements formal schooling by providing external support to students who are currently in school and also those who are not enrolled in any formal school. It helps in extending learning opportunities to students who have dropped out of school and motivates them to continue their education. In Paguthan, 371 children from nine villages were provided informal education through these classes.

SPORTS

Formal schooling and education may not be the only area in which children and youth can excel. Sport in one such area, where, if talented individuals are given the right kind of support and training, that can bring about life-changing results. Under our sports promotion programme in Jhajjar, 73 youth, including 15 girls received training from a wrestling academy run by us in village Khanpur Khurd. In addition to this, we also constructed a gymnasium hall and a toilet facility at the academy. We supported wrestling tournaments in four villages in Haryana in FY 2018-19, where wrestlers from across the state participated. We facilitated the training of 95 youth in our basketball academy in village Jhamri, Haryana. We provided sports scholarships to seven wrestlers of Jhajjar during the year. We distributed these scholarships to encourage sportspersons to enhance their performance in various district, state, national and international level tournaments.

In Mumbai, 100 girls from municipal schools received year-long training in sports like cricket, football and hockey. The objective of the initiative has been to attract students to improve school attendance and prevent dropouts. In Jath, Maharashtra, we distributed sports equipment like football, swings for garden areas to three schools benefitting around 300 children.

SHOOTING GOALS OF CHANGE

CASE STUDY

Sujeet, 21 years | Jhajjar, Haryana
Enrolled in Basketball Academy | Completed Bachelor of Arts

Sujeet’s dreams were all about becoming a basketball player just like the late Khushi Ram who hailed from Jhamri village and was an Arjun awardee. But little did Sujeet know that he would soon be shooting goals at a national basketball tournament. This was made possible due to the Basketball Sports Programme offered at our Jhajjar plant.

Sujeet is the eldest of three siblings. His father is a farmer and the family toils to make ends meet. After joining the programme, Sujeet represented Haryana at a national basketball tournament. Subsequently, in 2018, he was selected in the Indian Army through the sports quota. He is now a rifleman in the Raj Rifles Regiment centre at New Delhi and has been able to support his family financially. He continues to dream—he now wants to play ‘service games’ organised by the Indian Army at the national level. Dream on, Sujeet!



SKILL DEVELOPMENT INITIATIVES

To reap the benefits of the demographic dividend in India, there is a need to harness employable skills in our young population. Skilled youth are not only likely to secure decent jobs and enjoy a better standard of living but can also support communities through innovation and entrepreneurship. Near the catchment villages of Andhra Lake, Khandke and Jath in Maharashtra, 11 youth completed skill development training programmes and secured jobs in FY 2018-19. At Tejuva in Rajasthan, 15 women benefitted from vocational training on tailoring. From the villages around the Paguthan plant, 41 students benefitted from our Digital Literacy Programme. Additionally, four tribal students received residential vocational training for a year at Vivekanand Gramin Tekniki Kendra (VGTK). At Jhajjar, 94 youth and villagers received training under our Digital Literacy Programme. In addition to this, we have established computer education centers in two government schools which benefitted 212 students.

FROM A DISAPPOINTING LIFE TO A JOB OF CHOICE

CASE STUDY

Navnath Sawant, 26 years | Andhra Lake, Maharashtra
Enrolled in Hospitality Course



Navnath receives Best Student Award at the PACE Centre, Aurangabad

Mahabaleshwar is a tourist hotspot in Maharashtra. If you happen to visit the place and check in to Belle Vista, chances are that you are likely to encounter Navnath and Pooja. This couple, originally from Andhra Lake site in Mulshi taluka in rural Maharashtra, are now earning a decent living and supporting their families back home.

Navnath’s parents struggled to get him educated beyond class 12. Despite repeated attempts, Navnath was unable to study further and decided to start working instead. He joined the hospitality industry and continued to look for opportunities to upskill.

So, when the opportunity of taking up a hospitality course being offered by CLPI and Pratham at the PACE Centre in Aurangabad came up, he embraced it with open arms. He signed up for the housekeeping course and was also provided additional training on digital literacy and other soft skills. Soon, his wife Pooja too joined him and took up the course.

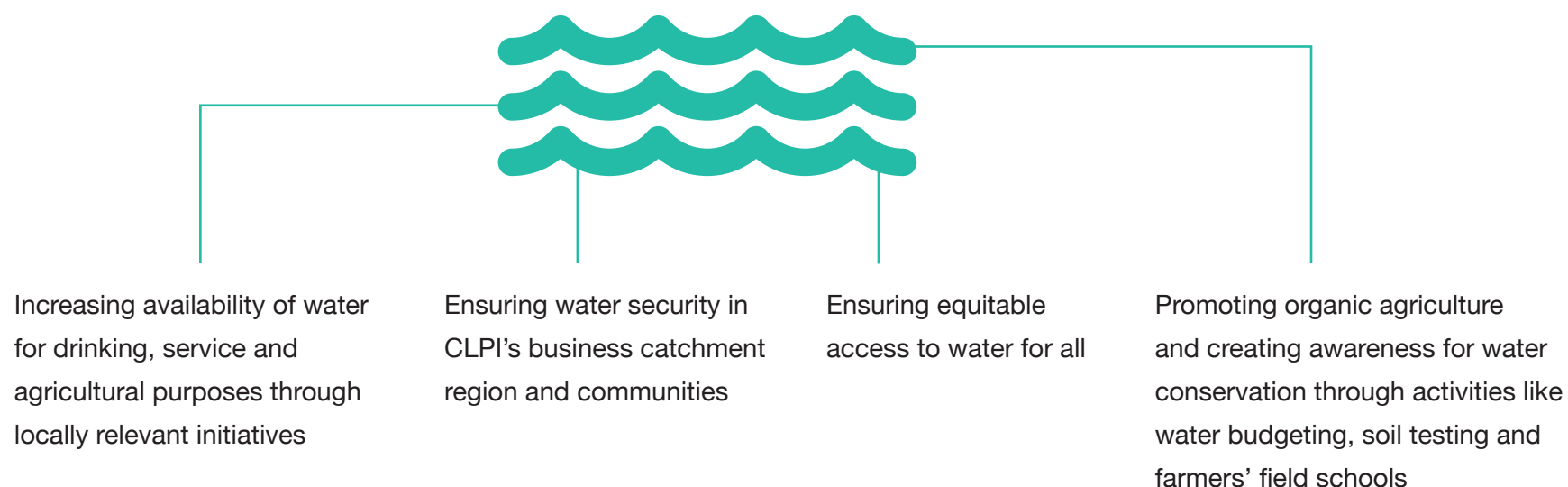
“I learnt a lot from the skill centre...I felt delighted to see my batchmates excel in exams during the training period. On the last day of training, I was quite surprised to earn the Best Student Award. I am happy working here and now dream of becoming a supervisor,” says Navnath.

CLPI is glad to be given the opportunity to enable thousands like Navnath and Pooja to train in skills that empower them to earn a dignified living.



2. WATER CONSERVATION AND ACTIONS ON CLIMATE CHANGE

Water scarcity is an issue that needs urgent attention and concerted effort from all stakeholders before it turns into a catastrophe. CLPI, as a responsible corporate citizen, takes cognisance of the fact that ensuring water security is vital to community well-being and sustainability. Further, we are also conscious that as a power generation company, we use water resources for our operations and must replenish them. We implement a variety of water initiatives in our catchment areas to address challenges associated with water. These programmes include drinking water facilities for humans and cattle (Paguthan, Tejuva, Khandke, Veltoor, Samana, Mahidad), water infrastructure projects (Samana, Mahidad and Khandke) and water harvesting structures (Khandke, Veltoor, Samana and Mahidad).

FIGURE 6.8**OBJECTIVES OF CLPI'S WATER INITIATIVES**

All these water initiatives, like all our CSR initiatives, have been designed carefully after rigorous discussions with expert implementation partners and community members. In addition to building water infrastructure in catchment areas, the projects also focus on behavioural aspects of water use, such as training farmers on alternative farming techniques, raising awareness on optimal use of water and water budgeting to ensure equitable access for all living creatures in the area. These locally relevant initiatives have resulted in creation of better and resilient water infrastructure for long-term water security in these areas.

Overall, our water initiatives have led to improved availability of water for drinking, service and agricultural purposes. Construction activity related to water infrastructure projects have also helped in local livelihood generation. Due to improved water availability at the village level, there has been reduction in drudgery for women. This has led to provision of productive time for women.

In the long run, these watershed management initiatives will not only protect water resources but also positively impact various factors including crop yield, improved health conditions and quality of life on land (aligned with Goal 6 – Clean Water and Sanitation and 15 – Life on Land of SDGs). We hope it will help us in conserving scarce natural resources and tackling the negative impacts of climate change to a certain extent.



CASE STUDY

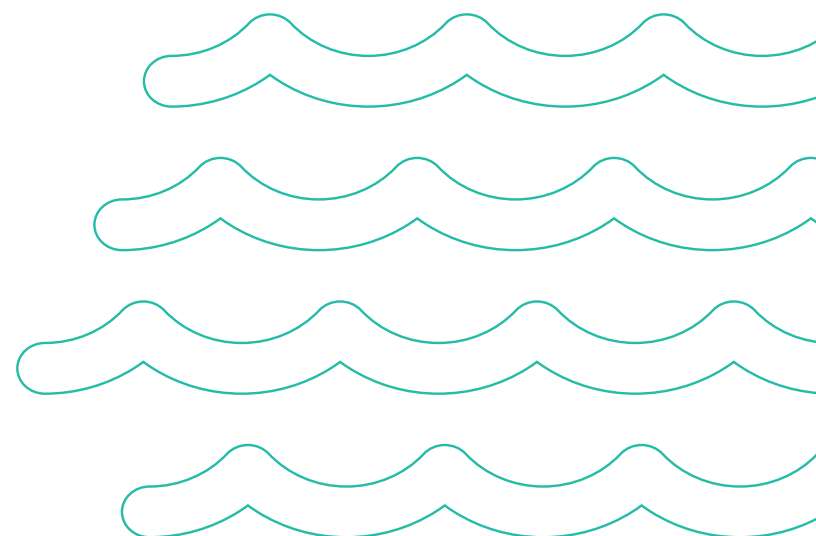
A JOURNEY FROM WATER SCARCITY TO ABUNDANCE

Virpur in Jamnagar, Gujarat has been water scarce for 50 years. It had become part of every family’s routine to travel long distances in search of water. The village did not even have drinking water facilities. There was a well nearby from which water was drawn and brought to a location from where it was distributed among villagers.

Through Project Aarohan, CLPI partnered with Centre for Environment Education (CEE) and laid 900 metres of pipeline, thus, bringing water directly to the village. The villagers, who had been struggling since the past 50 years, can now focus on productive livelihood activities instead of having to spend precious time in travelling to and fro for water.

“Due to Project Aarohan, all villagers get water supply directly to their homes! Thanks to CLPI and CEE for solving our 50-year-old water problem,” says Hamidaben of Virpur.

In another such initiative under Project Aarohan, the villagers were unable to pay 10% of the project cost for laying of the pipeline by Water and Sanitation Management Organisation (WASMO) of the government because of which the project could not be initiated earlier. CLPI recognised this need and contributed required funds to the gram panchayat for this WASMO project. Now every home in Arla has a water connection.



3. WOMEN EMPOWERMENT/LIVELIHOOD

Financial independence is one of the most desirable outcomes of women empowerment and gender equality initiatives, especially in India. Empowered individuals fight to end all forms of gender-based violence, discrimination and exploitation (SDG 5 – Gender Equality). We have, through women-centric livelihood generation projects, empowered several women in the communities we work with. In Jath, a goat-rearing based livelihood programme benefitted 350 women directly. More than 1,500 women are involved in a milk cooperative project in Chandgarh, Madhya Pradesh. At Samana and Mahidad in Gujarat, 33 Self-Help Groups (SHGs) found a source of livelihood through sale of locally made products. Similarly, at Khandke, more than 450 women members are part of SHGs and have become economically independent. We also facilitate exposure visits for women SHG members to learn new skills and share ideas with each other. Thirty women from an SHG visited Patoda village in Aurangabad, that has received the ‘Best Village’ award from the government. This exposure visit helped them learn how the village has worked towards being ‘open defecation free’ and other best practices.

To further enhance CLPI’s women empowerment initiatives, we signed a project partnership with a non-profit, Self-Employed Women’s Association (SEWA) towards the end of the financial year. This ambitious multi-state project envisages empowering 4,000 women across 73 villages in Gujarat, Madhya Pradesh and Rajasthan.



BRINGING ABOUT A NEW RAY OF HOPE THROUGH PROJECT UDAY

CASE STUDY

Project Uday is a milk cooperative initiative by CLPI that empowers 1,500 women with alternative means of livelihood.

In the Tonkkhurd block of Dewas (Madhya Pradesh), equal opportunity for women is still a distant dream. CLPI introduced Project Uday in 2017 after a pre-launch survey across 18 villages revealed that dairy farming and animal rearing are the most suitable alternatives for women.

We facilitated the setting up of more than 120 SHGs for 1,500 women in those villages, all linked to local banks for secure future credit support. Milk Collection Centres (MCCs) have also been set up in 14 villages through which women offer premium quality milk to nearby dairy farms at fair prices.

Today, 120 litres of milk are supplied to milk outlets every day, and approximately 600+ litres of milk are collected from 14 MCCs owned by 300 women suppliers. These offer employment to around 40 villagers as MCC employees and support staff.

While this initiative has provided women with leadership opportunities, it has also been instrumental in broadening the mindset of the whole community. Women now know how to better use their income – particularly towards healthcare and their children’s education.



4. HEALTHCARE AND SANITATION

Health is a form of human capital that plays a key role in maintaining a happy and productive life. The SDG framework (Goals 3 – Good Health and Well-Being and 6) also emphasises the role of healthcare and sanitation in ensuring well-being. Due to low awareness about healthy practices and limited access to healthcare facilities at a reasonable price, many families in our catchment communities face serious challenges in financing health related expenditures. We support a Mobile Healthcare Van in Paguthan which caters to approximately 24,000 people in 13 villages. We also facilitated an anaemia screening campaign in FY 2018-19 in surrounding villages which helped 203 girls get screened for anemia symptoms. During the year, we continued to sponsor indoor patients’ meals for the district hospital in Bharuch town in Gujarat. Additionally, we extended support for covering healthcare needs for an average of 30 patients a month at the hospital. Our programmes include distribution of maternal and child healthcare kits to encourage institutional deliveries. In collaboration with the District TB hospital, we are attempting to eliminate Multi Drug Resistant (MDR)-TB cases through distribution of nutrition-rich kits on a monthly basis.

Our Mobile Medical Vans caters to about 35,000 people in 40 villages at Tejuva, Sipla and Bhakrani in Rajasthan, Andhra Lake in Maharashtra and Veltoor in Telangana. Eye screening camps benefitted 175 students from the Chhatrail government school near the Tejuva wind site. At Khandke, health awareness camps in project villages benefitted more than 150 women.

At villages around our Jhajjar plant in Haryana, we periodically conduct anaemia screening and awareness camps. In FY 2018-19, they benefitted 163 children across five schools. We also ensure that beneficiaries receive counselling services and nutritional supplements. Our quality primary healthcare services around this asset include a Mobile Medical Van equipped with basic medicines, diagnostic equipment and a qualified medical team. About 15,000 people from five villages near Jhajjar benefit from these facilities. We ensure supply of clean drinking water in six schools and 12 aanganwadis of four villages. About 1,250 children have benefitted through these initiatives in FY 2018-19.

To support the Swachh Bharat Mission, we constructed 77 toilet blocks in project villages and promoted behavioural change communication in the community in Paguthan. We also supported the construction of a toilet block in Panchayat Ghar in village Khanpur Khurd in Haryana.

5. SUSTAINABLE COMMUNITY DEVELOPMENT AND RURAL INFRASTRUCTURE

Climate change is an inevitable reality and we all need to prepare on a war footing to try and arrest its spread. In this endeavour, no initiative is too small and no effort will go waste. CLPI, in an attempt to promote sustainable agricultural practices, engaged with farmer clubs in Samana and Mahidad in Gujarat and Veltoor in Telangana. Exposure visits, facilitated by the Krishi Vigyan Kendra (KVK) were organised for 70 farmers in Samana and Mahidad. In Veltoor, 40 families benefitted from the Kitchen Garden Development Programme. Our veterinary camps treated 7,500 cattle near the Tejuva wind site, benefitting 62 families. In catchment areas near Jhajjar, we organised eight veterinary camps in four villages covering 1,158 cattle. In these camps, experts also provided guidance and counselling to more than 600 farmers. We built a fodder-shed in village Matenhail for effective storage of fodder for 3,000 stray cattle, sheltered in a goushala.

During the year, we initiated the construction of a youth grooming and training academy in village Jhamri in Haryana. This academy will facilitate tutoring of youth from local communities aspiring to join the police and armed forces.

We have carried out lighting and illumination projects in common spaces at Khanpur Kala village near Jhajjar for the benefit of villagers. We installed 150 RCC garden benches in public places and also conducted tree plantation drives in village Jhamri, Jharli, Bajitpur, Khanpur Khurd, Khanpur Kalan, Matenhail and Sasroli in Haryana. Under the horticulture promotion programme, our horticulture expert provided onsite assistance to 12 farmers in Jhajjar.

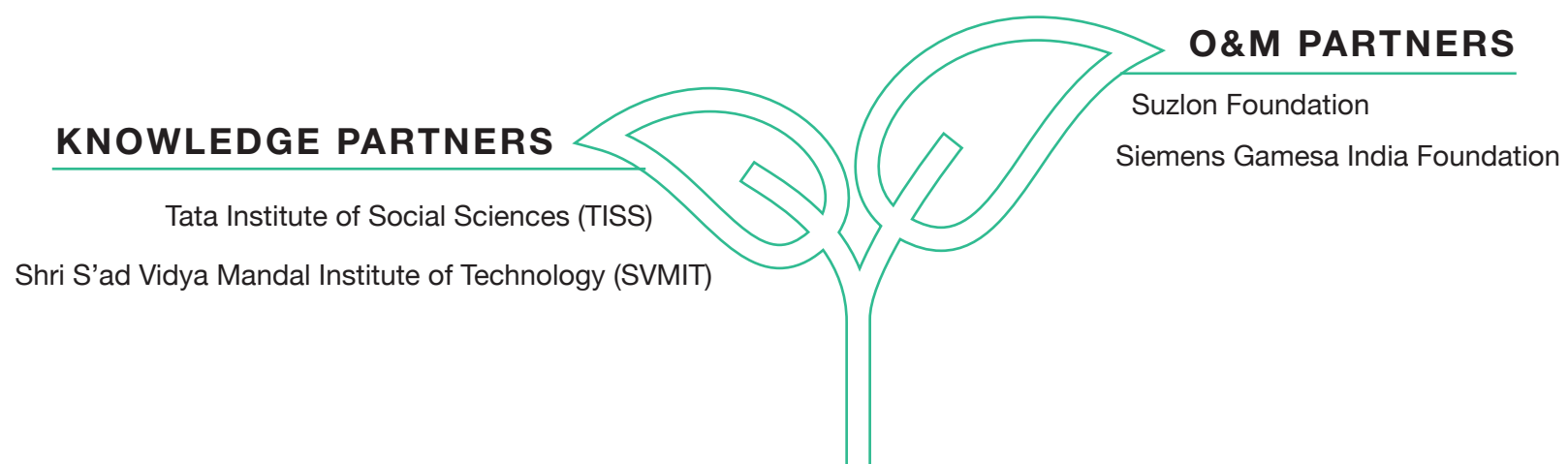
STRATEGIC PARTNERSHIPS

During the year, we fostered strategic partnerships with various knowledge partners including Tata Institute of Social Sciences (TISS). CLPI has signed a three -year agreement with TISS in October 2018. Through this collaboration, we have strengthened CLPI's CSR function on governance processes like due diligence of non-profits we work with, faculty for expert advisory sessions and need and impact assessment of CSR projects.

Further, we collaborated and worked out CSR project partnerships with our OEM partners, Suzlon and Gamesa and co-crafted CSR projects for joint funding, monitoring and evaluation.

FIGURE 6.9

OUR STRATEGIC PARTNERS

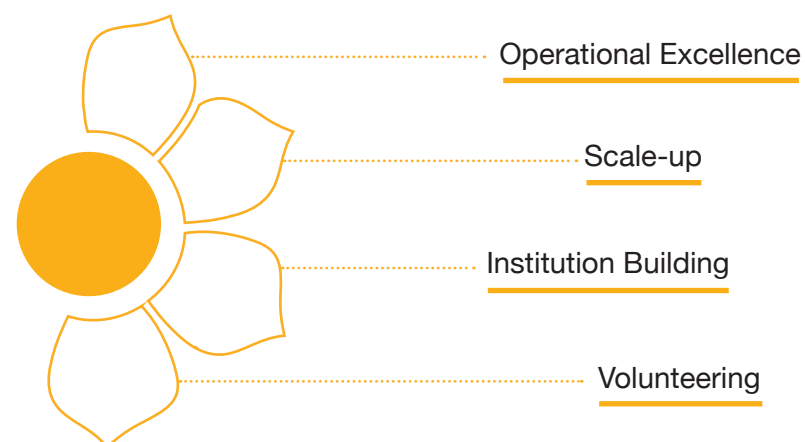


FUTURE OUTLOOK

Two roadmap sessions were organised in FY 2018-19, to be able to identify and work on challenges identified as far as implementation of CSR initiatives is concerned. These sessions, which involved participation of internal and external stakeholders, helped us prioritise focus areas such as operational excellence, beneficiary coverage and scale up, volunteering, institution building, and team learning and development.

FIGURE 6.10

FOCUS AREAS FOR CSR GOING FORWARD



Operational Excellence aspects would include further enhancing of stakeholder mapping, project level documentation, innovation and design thinking and fostering effective partnerships. True to its mission of moving towards clean and sustainable energy, CLPI's CSR initiatives are intended at helping the communities within which we operate to grow with us as well.



SDGs - CLPI's PROGRAMMES AND INITIATIVES

CLPI and its subsidiaries deeply imbibe and implement SDGs through a coherent organisational policy framework.

While various specific initiatives are within the broad thematic baskets as per schedule VII of the CSR legislation and CLPI's CSR policy, we intend to align all our initiatives with SDGs and showcase our contribution to the achievement of SDGs in the region. This will also help our implementing partners to put precise emphasis on key deliverables.

In addition to the CSR programmes, CLPI's organisational policies are also in alignment with several SDGs such as Gender Equality, Affordable and Clean Energy, Reduced Inequalities, Climate Action etc.

Our collective actions are contributing towards the encircled SDGs in the representation below:

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	17 PARTNERSHIPS FOR THE GOALS	

Through a combination of initiatives that uplift the community as well as conscious utilisation of natural resources, CLPI is attempting to foster sustainable development and contribute towards SDGs.

OUTLOOK

PREPARING FOR BRIGHTER, NEW HORIZONS

Energy experts around the world are predicting that during the next three decades, all countries will substantially increase the proportion of renewable energy in their total energy use. By 2050, India could increase its renewable energy share to more than 65% from the present 35%. Over the past decade, India has witnessed immense acceleration of demand for electricity and as the industry tries to match these demands, we see ample opportunities for us in future.

Government of India's ambition to achieve 175 GW of renewable energy capacity by 2022 and provide 24x7 power to all its citizens, are the primary drivers for capacity addition and accelerated electricity generation. With such a surge in demand, we strongly believe that several possibilities lie ahead. This will allow us to explore the opportunities that will be socially, environmentally and economically beneficial.

Since the end of the PPA for our Paguthan plant, we are now exploring various options including the prospect of merchant sales and setting up a data centre project. We are actively looking at various greenfield and brownfield projects in the renewable and transmission space. Along with capacity addition we are initiating technology-supported changes towards a digital transformation of our business. As first steps towards this change, we are in the process of upgrading our internal communication system and HR services into more user-friendly digital platforms. With CDPQ as our new strategic partner, we believe CLPI will play a significant role in fuelling the country's energy transition.

The future is brimming with possibilities and as a key player in the renewables space in India, we at CLPI, are geared to do our best to usher the nation into a brighter, more sustainable world as we create and conquer new horizons.

ABBREVIATIONS

AESDII	Assessment and Empanelment Standard of Development Institutions in India
ASER	Annual Status of Education Report
CCPP	Combined Cycle Power Plant
CDPQ	Caisse de dépôt et placement du Québec
CEA	Central Electricity Authority
CEE	Centre for Environment Education
CEMS	Continuous Emissions Monitoring System
CFTs	Cross Functional Teams
CO ₂	Carbon Dioxide
CO ₂ e	Carbon Dioxide equivalent
COC	Cycles of Concentration
CoC	Code of Conduct
CII	Confederation of Indian Industry
CLPI	CLP India Private Limited
CPCB	Central Pollution Control Board
CSR	Corporate Social Responsibility
CT	Cleaner Technologies
Delhi-NCR	Delhi – National Capital Region
D&I	Diversity and Inclusion
EMS	Environment Management System
ERM	Environmental Resources Management

ERP	Enterprise Resource Planning
ESP	Electrostatic Precipitator
EVs	Extension Volunteers
EWRM	Enterprise Wide Risk Management
FGD	Flue Gas Desulfurisation
GHG	Greenhouse Gas
GMC	Group Mediclaim Coverage
GPA	Group Personal Accident
GTL	Group Term Life Insurance
GWh	gigawatt-hour
HK\$	Hong Kong Dollars
HR	Human Resources
HRMS	Human Resource Management System
HSSE	Health, Safety, Security & Environment
IET	International Emissions Trading
INR	Indian Rupee
IPCC	Intergovernmental Panel on Climate Change
IPPs	Independent Power Producers
ISO	International Organization for Standardization
IT	Information Technology
JPL	Jhajjar Power Limited

ABBREVIATIONS

KVK	Krishi Vigyan Kendra
kWh	kilowatt-hour
MCCs	Milk Collection Centres
MCP	Management Control Procedure
MDMs	Mid-day Meals
MDR	Multi Drug Resistant
MoEF&CC	Ministry of Environment, Forests and Climate Change
MWh	megawatt-hour
NGT	National Green Tribunal
NHAI	National Highway Authority of India
NO _x	Nitrogen Oxides
NVG	National Voluntary Guidelines
n/a	Not applicable
OEM	Original Equipment Manufacturer
OH&S	Occupational Health & Safety
O&M	Operations and Maintenance
PCE	Particulate Control Equipment
PM	Particulate Matter
PPA	Power Purchase Agreement
PWD	Public Works Department
RCC	Reinforced Cement Concrete
RE	Renewable Energy

RPA	Robotic Automation Process
RU	Renewables University
SA8000	Social Accountability 8000
SDGs	Sustainable Development Goals
SEWA	Self-Employed Women's Association
SHGs	Self-Help Groups
SO ₂	Sulphur Dioxide
SOFA	Secondary Over Fire Air
STF	Special Task Force
SVMIT	Shri S'ad Vidya Mandal Institute of Technology
TB	Tuberculosis
TISS	Tata Institute of Social Sciences
TPM	Total Productive Maintenance
TPP	Thermal Power Plant
UNFCCC	United Nations Framework Convention on Climate Change
VCS	Voluntary Carbon Standards
VDCs	Village Development Committees
VGTK	Vivekanand Gramin Tekniki Kendra
WASMO	Water and Sanitation Management Organisation
WBCSD	World Business Council for Sustainable Development
WRI	World Resource Institute
ZLD	Zero Liquid Discharge

