





VASUDHAIVA KUTUMBAKAM

Vasudhaiva Kutumbakam. The World is One Family. The planet is experiencing cataclysmic changes that are endangering the very existence of life as we know it. And yet, *vasudha* i.e. the earth has the inexplicable capacity to regenerate. It is our responsibility as humans, the most intelligent species on the planet, to ensure that we use the earth's resources consciously. Human progress must be entwined with conservation of nature. Strides made by humankind must also mean growth for Mother Nature. The cover of the CLP India Sustainability Report 2019-20 is how we envisage the world family. The idea, represented by the source of power, is that of an all-encompassing coexistence where human development and ecology coexist in complete harmony. Through our increasingly low carbon portfolio, represented on the top of the globe, powered by our diverse workforce, symbolised by the interlaced fingers, and cross-pollination of ideas, represented by the butterflies and bees, we hope to power India while contributing to protection of the ecosystem. We are committed to build and leave behind a legacy that our future generations will cherish and nurture.

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MANAGING DIRECTOR'S MESSAGE



“The CLPI Kutumbakam (Family) is committed to contributing to an equitable future, powered by clean energy.”

Dear Reader,

It gives me great pleasure to present to you our Sustainability Report for the year 2019-20 which is, for the first time, externally assured.

Our vision of the future of the world has altered drastically. The pandemic has changed the very foundation of our existence. But it has also given us the opportunity to rise from the situation with renewed vigour and focus on goals that really matter. Like a phoenix that rises from the ashes, the world must emerge from this calamity with a determined focus on sustainable growth and development.

Now, more than ever, CLP India's (CLPI) endeavour for sustainable business growth, is mission critical to reinventing the future. In that sense, the theme of our sustainability report for this year is quite apt, i.e. *Vasudhaiva Kutumbakam* or “The World is One Family”. It will take the efforts of the entire planet to rebuild a future that is bright and prosperous for all life. CLPI's commitment is to meet the needs of today without compromising on the resources of tomorrow.

Over the years, CLPI has worked towards embedding sustainability deeply within its business strategies to bring about more reliability and inclusiveness among stakeholders.

This is our first Sustainability Report to be prepared ‘In Accordance – Core Criteria’ of the Global Reporting Initiative (GRI) Standards. This reporting approach will enhance our sustainability reporting processes and help us identify positive and negative environmental, social and economic impacts associated with our business operations.

It is also the first time that we have conducted an External Assurance exercise to validate the report and enhance its robustness and credibility. This step will further enhance transparency between CLPI and its stakeholders. The Financial Year (FY) 2019-20 Sustainability Report has been externally assured by M/s Ernst & Young Associates LLP, India (EY).

CLPI's net profit after tax for FY 2019-20 stood at INR 3,121.91 million (as compared to INR 5,170.06 million for FY 2018-19). Retained earnings (including reserves) for FY 2019-20 aggregated INR 19,712.80 million, an increase of 27.08% from INR 15,512.15 million in FY 2018-19.

Our long-standing commitment, in line with the vision of both our shareholders – CLP Group and Caisse de dépôt et placement du Québec (CDPQ), to reduce the carbon intensity of our portfolio, is being achieved by paving the way for more renewable energy and other low carbon business opportunities. In November 2019, CLPI entered the power transmission sector with the acquisition of a 240 km transmission asset from Kalpataru Power Transmission Limited (KPTL). This will broaden our portfolio, expand our geographical reach across India and reinforce our commitment towards low-carbon growth investments.

The proportion of renewable energy supplied to the grid from our portfolio increased by ~4%, during FY 2019-20 compared to FY 2018-19, even though the total energy sent out during the period decreased by ~14% in comparison to FY 2018-19. Coal power output decreased by ~15%, however, our solar energy output increased by ~23% in FY 2019-20 in comparison to FY 2018-19.

CLPI's Greenhouse Gas (GHG) intensity remained stable with a marginal decrease from 0.68 kgCO₂e/kWh in FY 2018-19 to 0.67 kgCO₂e/kWh in FY 2019-20. It is expected that our emphasis on renewable energy will further reduce GHG intensity in the coming years.

Our thermal power plant, Jhajar Power Limited (JPL), is equipped with the latest pollution control technologies. It is the only thermal power plant in Delhi-NCR and among the few in India that had installed Flue Gas Desulphurisation (FGD) well before the statutory requirement came into effect in 2019. Continuous operation of FGD has resulted in more than 65% reduction in specific SO₂ emission in FY 2019-20 compared to FY 2018-19. JPL has utilised all fly ash and bottom ash generated since the commissioning of the plant and achieved 100% ash utilisation during this reporting year.

Our focus on Operational Excellence has not only resulted in better operational output and plant availability but also achieved higher safety performance. In FY 2019-20, JPL achieved 91.09% availability during this reporting year with Plant Load Factor (PLF) of 50.79%. In FY 2019-20, overall availability and PLF of our wind portfolio were 95.30% and 21.43% respectively while those of our solar portfolio were 93.86% and 22.72% respectively.

Safety is a non-negotiable imperative for us. With constant strategic focus and efforts from the Operations & Maintenance (O&M) teams across assets, we have achieved enhanced safety performance during the reporting year. There were no Lost Time Injuries (LTI) and no fatalities at any of our assets during this period. Continuous engagement between our employees and contract partners has been instrumental in this achievement.

Our growth strategy includes dedicated attention towards people engagement and holistic development. While we will continue to strengthen our current policies and initiatives, Diversity and Inclusion (D&I) will remain a core priority in the future.

In order to keep pace with global trends and the changing sectoral landscape, CLPI began its digital transformation journey in 2018 with the development of a long-term strategy in this direction. In line with this vision, during FY 2019-20, CLPI has implemented a Central Monitoring Facility (CMF) that enables real-time monitoring of wind and solar assets. This will help in integrating the large number of variables in renewable energy and improve operational efficiency and governance of the renewable energy portfolio.

CLPI is equally committed to social and economic development of communities in which it operates while safeguarding the interests of all its stakeholders. Under the overall umbrella of Youth and Women Empowerment, our community interventions, based on thorough need assessment surveys, are focused on education, health and sanitation, skill development and environmental conservation. Impact assessment is also just as crucial for us. In FY 2019-20, we carried out an Impact Assessment study to understand the ramifications of the community-led water resource development projects carried out in previous financial years near our Khandke wind farm site.

The Covid 19 pandemic has significantly impacted industries worldwide. CLPI is committed to safeguard its employees and operate its business responsibly while keeping a close watch on social, financial and political dimensions. We aim for long-term, sustainable and inclusive business growth in India to keep pace with the country's Energy Transition.

We believe that the information shared in the report will help reinforce your trust in CLPI's future business strategies. Your feedback is critical in strengthening our sustainability journey and we look forward to continuing this partnership with renewed confidence.

Thank you.

Rajiv Ranjan Mishra
Managing Director (CLP India Private Limited)
Mumbai, December 21, 2020





HIGHLIGHTS OF CLPI'S SUSTAINABILITY REPORT 2019-20

100% NEW INVESTMENTS
in low carbon space

CLPI enters the transmission sector by acquiring
240 KM TRANSMISSION LINE

CLPI's portfolio: Thermal Power – **1320MW (54%)**
and Renewable Power – **1124MW (46%)**

Total energy sent out to the national grid – **7542 GWh**

CLPI's GHG intensity – **0.67 kgCO₂e/kWh**

65% REDUCTION
in specific SO₂ emission at JPL due to FGD operation

ZERO LTI and **ZERO** Fatality

D&I journey continues with hosting of fourth edition of
FEMALE ENGINEER NETWORK

7000 ACRES of agricultural land in Haryana remained
FREE FROM STUBBLE BURNING

Impact assessment of community-led
WATER SECURITY INITIATIVE

First Sustainability Report with
"GRI STANDARDS-CORE CRITERIA" and **EXTERNALLY ASSURED**



AWARDS AND RECOGNITION



CLPI Leadership Team receives the Sustainability Leaders Award at Frost & Sullivan and TERI Sustainability 4.0 Awards



JPL team receives the CII HR Excellence Award for Strong Commitment to HR Excellence



CLPI COO Malcolm Wrigley receives the award for Outstanding Renewable Energy Generation Projects in Private Sector – Solar at the India Green Energy Awards from Nitin Gadkari, Honourable Minister for MoRTH & MSMEs, Government of India

- Sustainability Leaders Award in the Mega Large Business, Process Sector category
At: Frost & Sullivan and TERI Sustainability 4.0 Awards, 2019
- Second Runner Up - Jury Special Mention Award for initiatives in Water Management at JPL
At: Frost & Sullivan and TERI Sustainability 4.0 Awards, 2019
- JPL recognised for Strong Commitment to HR Excellence
At: 10th CII National HR Excellence Awards, 2019
- Outstanding Renewable Energy Generation Projects in Private Sector – Solar
At: India Green Energy Awards, 2019
By: Indian Federation of Green Energy (IFGE)
- Best Performing Project of the Year - 100 MW and below
Asset: Veltor Solar Plant
At: India Solar Week Awards, 2019
- Top Plant of 2019 in Renewables category
Asset: Veltor Solar Plant
By: POWER magazine, USA

INTRODUCTION

CLPI is a firm believer in the power of unity. Just as the whole is greater than the sum of its parts, the efforts of a collective create a significantly larger impact than the parts working independently.

The theme of this year’s sustainability report, our ninth, exemplifies our approach towards working as a unified whole that is conscious of its footprint and the effect it creates on the environment, and its stakeholders, including employees and communities and consciously works towards addressing them.

FY 2019-20 has been an eventful year on many accounts. It marks CLPI’s foray into the transmission sector with the acquisition of Satpura Transco Private Limited (STPL) from Kalpataru Power Transmission Limited (KPTL). The contribution of renewable sites to the total energy sent out increased to 28%, an endeavour that we intend to sustain and increase in the years to come. Continuous operation of FGD at JPL contributed to more than 65% of specific SO₂ emission reduction at the plant.

On the people front, we are constantly working towards making the workplace inclusive and gender equal while enabling employees to develop and grow on both professional and personal fronts. With a wholesome mix of projects across environment and climate action, renewable energy based initiatives, water, education and healthcare, our Corporate Social Responsibility (CSR) programmes continue to create impact across locations and communities that we serve.

ABOUT THE REPORT

CLPI’s corporate office is located at Andheri (East) in Mumbai, Maharashtra. 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, two solar assets in Dhule, Maharashtra, JPL in Haryana and STPL, our recently acquired 240 km intra-state transmission line in Madhya Pradesh.

Further, subsidiaries that have no material impact on our operational performance have not been considered in the reporting boundary. CLPI has its own policies and practices in place, but we also follow requirements of our ultimate parent company, CLP Holdings Limited (referred to as CLP Group and our Group). Thus, necessary references have been made wherever applicable.

REPORTING FRAMEWORK

CLPI Sustainability Report 2019-20 references the Global Reporting Initiative (GRI) standards. The report has been prepared on the basis of the latest GRI standards - In accordance – Core Criteria.



REPORTING PERIOD

This report, published on a financial year basis, covers CLPI's sustainability performance from April 1, 2019 to March 31, 2020. All indicators presented in the report are consolidated performance figures of CLPI unless otherwise stated. CLPI's previous Sustainability Report for the year 2018-19 was published in July 2020.

All our past sustainability reports are available on our website:

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

EXTERNAL ASSURANCE

Internal checks and controls ensure the accuracy of information provided in the report. CLPI's senior management reviews and approves the report before it is released into the public domain. This is our first sustainability report to be externally assured by an independent third-party agency in addition to internal reviews. This report has been externally assured by EY under limited assurance services in accordance with International Standard on Assurance Engagements (ISAE) 3000.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Corporates are expected to align their core business to SDGs to contribute towards a sustainable future and achieve the United Nations' as well as country's objectives. In line with CLP Group's and CDPQ's business strategy, CLPI's business is aligned with SDG 7, SDG 8, SDG 9 and SDG 13, i.e. Affordable and Clean

Energy, Decent Work and Economic Growth, Industry, Innovation and Infrastructure and Climate Action respectively. Additionally, many of our activities directly or indirectly contribute to other SDGs as well. CLPI aims to carry out a detailed SDG mapping for its business operations.

KEY CHANGES TO CLPI'S PORTFOLIO IN FY 2019-20

Important acquisitions and additions to CLPI's portfolio during FY 2019-20 have been detailed in this section. In FY 2019-20, SE Solar Limited (SE Solar), a wholly-owned subsidiary, was merged with CLPI on August 1, 2019 subsequent to the acquisition of entire equity share capital. CLPI now directly owns the 100 MW solar power plant at Veltoor in the state of Telangana.

Similarly, the Company acquired STPL from KPTL and entered the power transmission sector. STPL owns a 240 km long intra-state transmission line in Madhya Pradesh. Further, CLPI has also entered into share purchase agreements with Mahindra Renewables Private Limited and acquired Cleansolar Renewable Energy Private Limited (CREPL), with an operational 30 MW solar power project, on March 27, 2020 and Divine Solren Private Limited (DSPL), that owns a 50 MW solar power project, on April 16, 2020. Both CREPL and DSPL are located at Telangana.

There are no changes in the information provided in our Sustainability Report 2018-19.

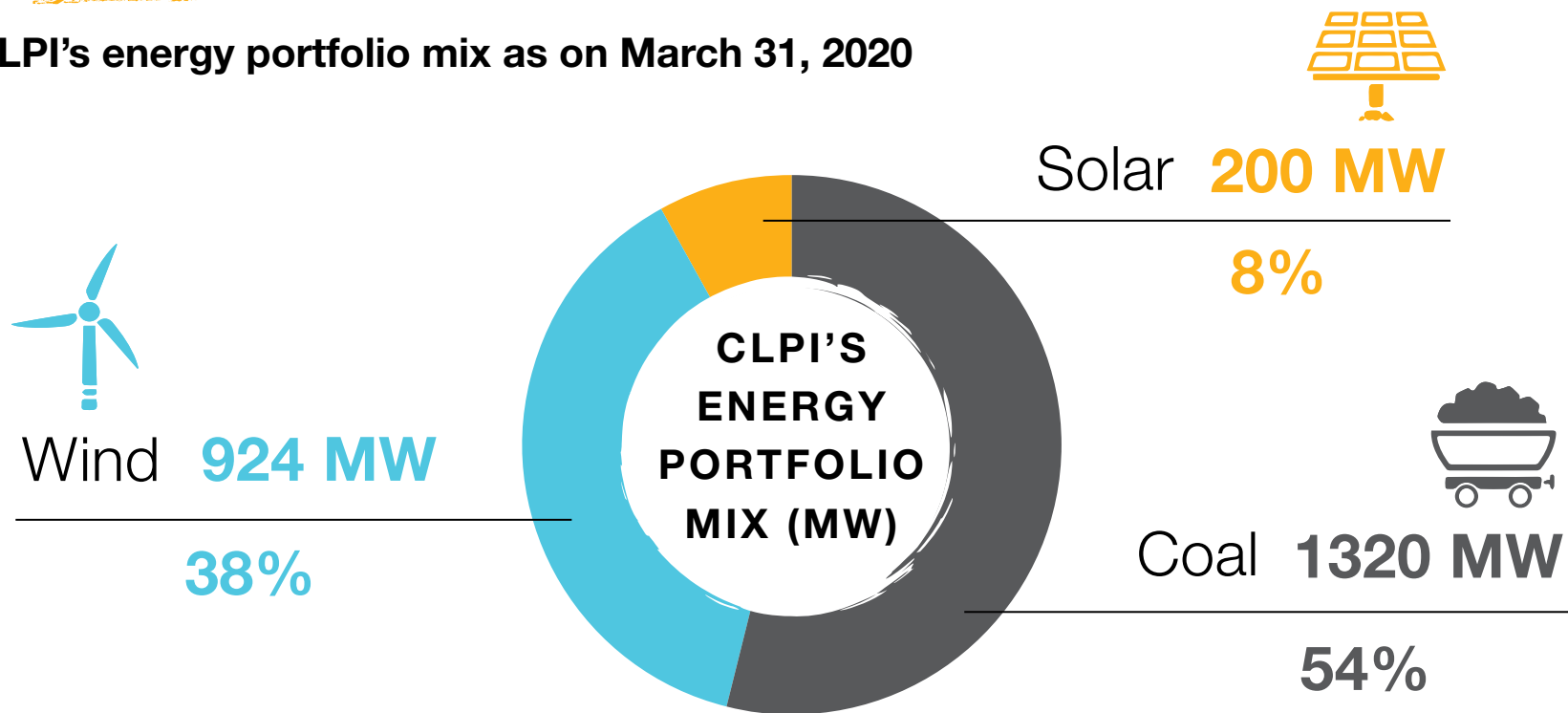


CLPI AT A GLANCE

Over the past 18 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 generation. Power generated from these facilities is sold to state or privately-owned electricity utilities. CLPI's energy portfolio mix as on March 31, 2020 is represented in Figure 1.1.

FIGURE 1.1

CLPI's energy portfolio mix as on March 31, 2020



OVERVIEW

CLPI has been among India's leading Independent Power Producers (IPPs) since the past nearly two decades. CLPI has a diversified portfolio of over 2400 MW, across wind and solar projects and a supercritical coal-fired power plant. Two international shareholders have stakes in CLPI: CLP GPEC (Mauritius) Holdings Limited, Mauritius (CLP GPEC) (along with its nominee), one of Asia's leading investor-owned power businesses, owns 60% and Caisse de dépôt et placement du Québec (CDPQ), one of Canada's leading institutional fund managers that manages assets for many of Québec's public and para-public pension funds and insurance plans, owns 40%. In line with the vision of the CLP Group, and now in partnership with CDPQ, CLPI has been resolutely pursuing a low carbon business strategy for over a decade. CLPI's vision of becoming a sustainable end-to-end power provider has been further advanced with the foray into power transmission in 2019. The entire list of CLPI's assets across India as on March 31, 2020 has been represented in Figure 1.2.

FIGURE 1.2

CLPI's grid across India as on March 31, 2020



Mumbai, Maharashtra
Corporate HQ



Ahmedabad, Gujarat
Registered Office:
CLP India Private Limited



Delhi
Registered Office:
CLP Wind Farms (India) Private Limited



Khanpur Khurd, Jhajjar, Haryana
Jhajjar Power Limited (JPL): 1,320 MW
coal-fired power plant |
Commissioned in July 2012



Satpura, Madhya Pradesh
Satpura Transco Private Limited |
Acquired in November 2019



Paguthan Power Station
655 MW dual fuel combined cycle power
plant (CCPP) | Commissioned in December
1998 and acquired by CLPI in 2002*



Veltoor, Mehbubnagar, Telangana
Veltoor Solar Farm: 100 MW |
Commissioned in August 2017
Dhule, Maharashtra
Dhule Solar Farm: 70 MW |
Acquired in November 2018
Gingurthy, Telangana
CREPL Solar Farm: 30 MW |
Acquired in March 2020



Sipla, Jaisalmer, Rajasthan
Sipla Wind Farm: 50.4 MW | Commissioned in March 2013
Bhakrani, Jaisalmer, Rajasthan
Bhakrani Wind Farm: 102.4 MW | Commissioned in July 2015
Tejuva, Jaisalmer, Rajasthan
Tejuva Wind Farm: 100.8 MW | Commissioned in August 2015
Samana, Jamnagar & Rajkot, Gujarat
Samana Wind Farm: 100.8 MW | Commissioned in January 2011
Mahidad, Rajkot, Gujarat
Mahidad Wind Farm: 50.4 MW | Commissioned in March 2014
Chandgarh, Indore, Madhya Pradesh
Chandgarh Wind Farm: 92 MW | Commissioned in December 2015
Khandke, Ahmednagar, Maharashtra
Khandke Wind Farm: 50.4 MW | Commissioned in June 2009
Andhra Lake, Pune, Maharashtra
Andhra Lake Wind Farm: 106.4 MW | Commissioned in March 2012
Jath, Sangli, Maharashtra
Jath Wind Farm: 60 MW | Commissioned in March 2014
Saundatti, Hubli, Karnataka
Saundatti Wind Farm: 72 MW | Commissioned in December 2010
Harapanahalli, Davangere, Karnataka
Hara Wind Farm: 39.6 MW | Commissioned in February 2011
Theni, Tamil Nadu
Theni Wind Farm: 99 MW | Commissioned in July 2010

*The Power Purchase Agreement (PPA) of Paguthan CCPP has ended in December 2018 and the plant is currently not in operation.

GOVERNANCE FRAMEWORK AND STRATEGY

The Company recognises its role as a corporate citizen and endeavours to adopt best practices and highest standards of corporate governance through transparency in business ethics, accountability to customers, government and others.

The Board of CLPI comprises eight members, of which seven are non-executive directors. The Board of Directors of CLPI has constituted various committees, with specific terms of reference and scope to focus effectively on separate issues interfacing the organisation. CLPI's Company Secretary (CS) acts as secretary to the various committees. The committees meet at regular intervals depending on business requirements or take decisions through Circular Resolutions in case of urgent matters.

The committees constituted by the Board and the company's governance structure are detailed in Figure 1.3. The members of the Board are presented in Figure 1.4.

FIGURE 1.3

CLPI committees and governance structure

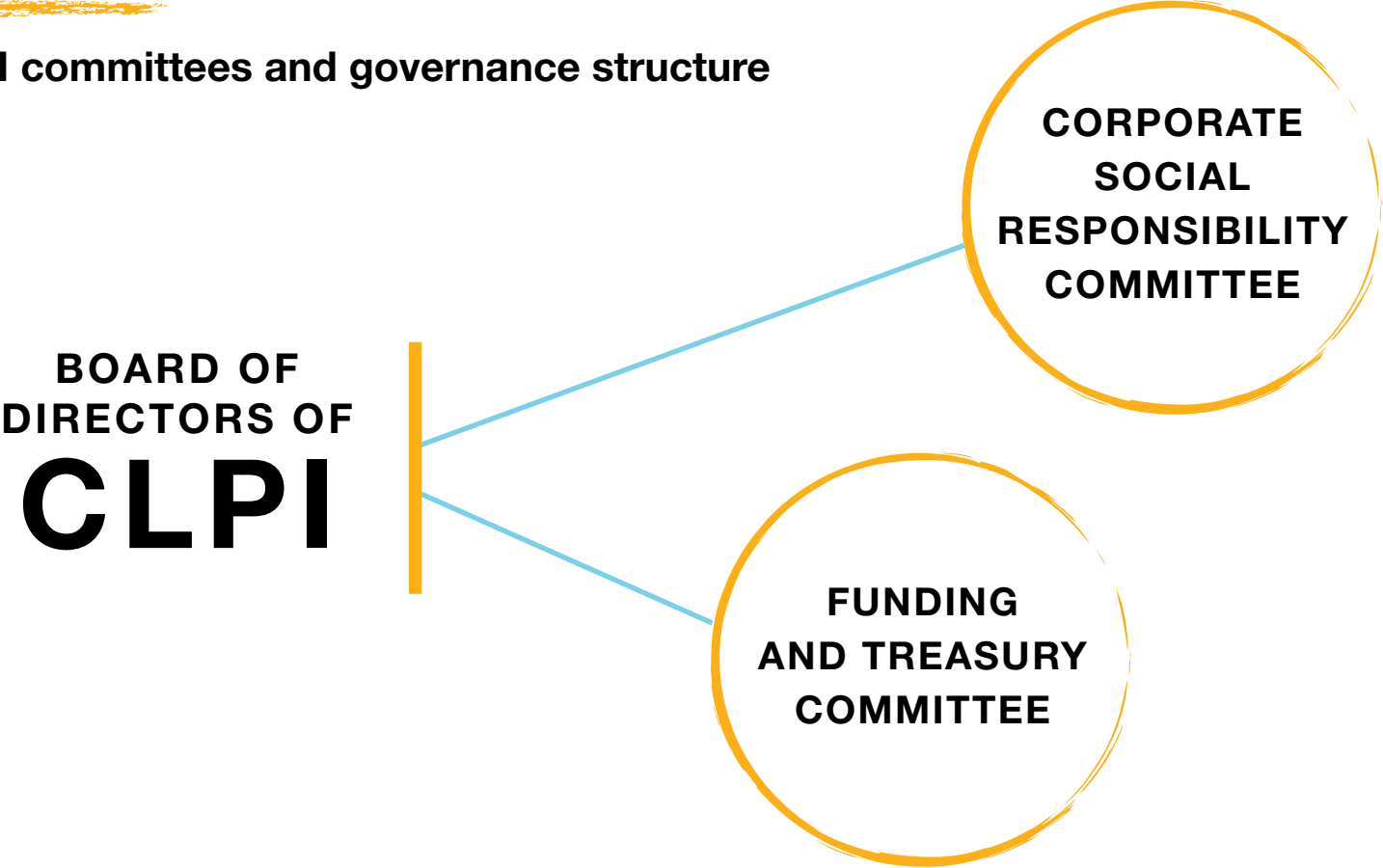


FIGURE 1.4

CLPI Board of Directors as on March 31, 2020

 Richard Lancaster Non-Executive Chairman	 David Smales Non-Executive Director
 Rajiv Ranjan Mishra Managing Director	 Cyril Cabanes Non-Executive Director
 Geert Peeters Non-Executive Director	 Saurabh Agarwal Non-Executive Director
 David Simmonds Non-Executive Director	 B. S. Shantharaju Non-Executive Director

The composition of the committees mentioned in Figure 1.3 as on March 31, 2020 is detailed in Figure 1.5.

FIGURE 1.5

Members of committees constituted under CLPI board

Corporate Social Responsibility Committee

-  Rajiv Ranjan Mishra
-  David Simmonds
-  David Smales
-  B. S. Shantharaju

Funding and Treasury Committee

-  Rajiv Ranjan Mishra
-  Geert Peeters
-  David Simmonds
-  Cyril Cabanes
-  Saurabh Agarwal

As per the terms of the shareholders agreement executed between CLP GPEC, CDPQ Infrastructures Asia II Pte. Ltd. (CDPQ) and CLPI, and the extant Memorandum of Association and Articles of Association of CLPI, CLP GPEC and CDPQ have the right to appoint directors to the Board of Directors of CLPI in proportion to their shareholding in CLPI. Further, in relation to matters to be approved or confirmed at a general meeting of the Company, each equity share has one vote and there are no disproportionate voting rights in respect of equity shares.

The Board of Directors of CLPI and each of its subsidiaries have adopted the Company Management Authority Manual (CMAM) for operations and management of CLPI and to document certain activities that are subject to specific requirements. The CMAM also contains delegation of powers and authorities, inter alia, to the Managing Director as well as CLPI Executive Committee (IEX). The structure and hierarchy of the organisation’s decision-making body is represented in Figure 1.6.

The IEX, which provides oversight on all matters affecting the Company, includes all business heads and functional heads and looks into day-to-day management of CLPI’s affairs with direct supervision and guidance from the Managing Director. The IEX meets as often as may be required and on most occasions, on a weekly basis.



¹The Managing Director of CLPI is responsible for the overall administration of CLPI and ensures that decisions of the boards of each CLPI company and their relevant committees are executed and that the requirements of this CMAM are met.

Members of the IEX as on March 31, 2020 are mentioned in Figure 1.7.

FIGURE 1.7

Members of the IEX as on March 31, 2020

- Rajiv Ranjan Mishra, Managing Director
- Subba Rao Amarthaluru, Executive Director - Finance and Strategy
- Naveen Munjal, Director – Business Development and Commercial (Conventional)
- Mahesh Makhija, Director – Business Development and Commercial (Renewables)
- Malcolm Wrigley, Chief Operating Officer
- Samir Ashta, Director – Finance and Chief Financial Officer
- Gopinath Govindan, Director – Human Resources
- Sudipta Ghosh, General Counsel



We are intent on above-par economic performance, but one that is built on the foundation of ethical practices and sustainable sourcing.

RAJIV RANJAN MISHRA
Managing Director

For us at CLPI, how we achieve our Environmental, Social, and Governance (ESG) goals is just as important as what we achieve!

SAMIR ASHTA
Director - Finance and Chief Financial Officer



We have always been mindful of the use of resources in an optimal manner and are committed to ensuring our TPP adopts measures that positively contribute to conservation for a better tomorrow.

NAVEEN MUNJAL
Director – Business Development and Commercial (Conventional)

Our focus is on empowering our people and communities while delivering business results with a purpose driven and inclusive organisation.

GOPINATH GOVINDAN
Director – Human Resources



The Indian power landscape is witnessing a massive transition towards renewable energy and we are proud to be playing our part in contributing to the country’s clean energy goals.

MAHESH MAKHIJA
Director – Business Development and Commercial (Renewables)

Safety of everyone touched by our operation, security of our assets and transparency towards all stakeholders are the interconnected lines on which the CLPI grid functions, constantly!

MALCOLM WRIGLEY
Chief Operating Officer



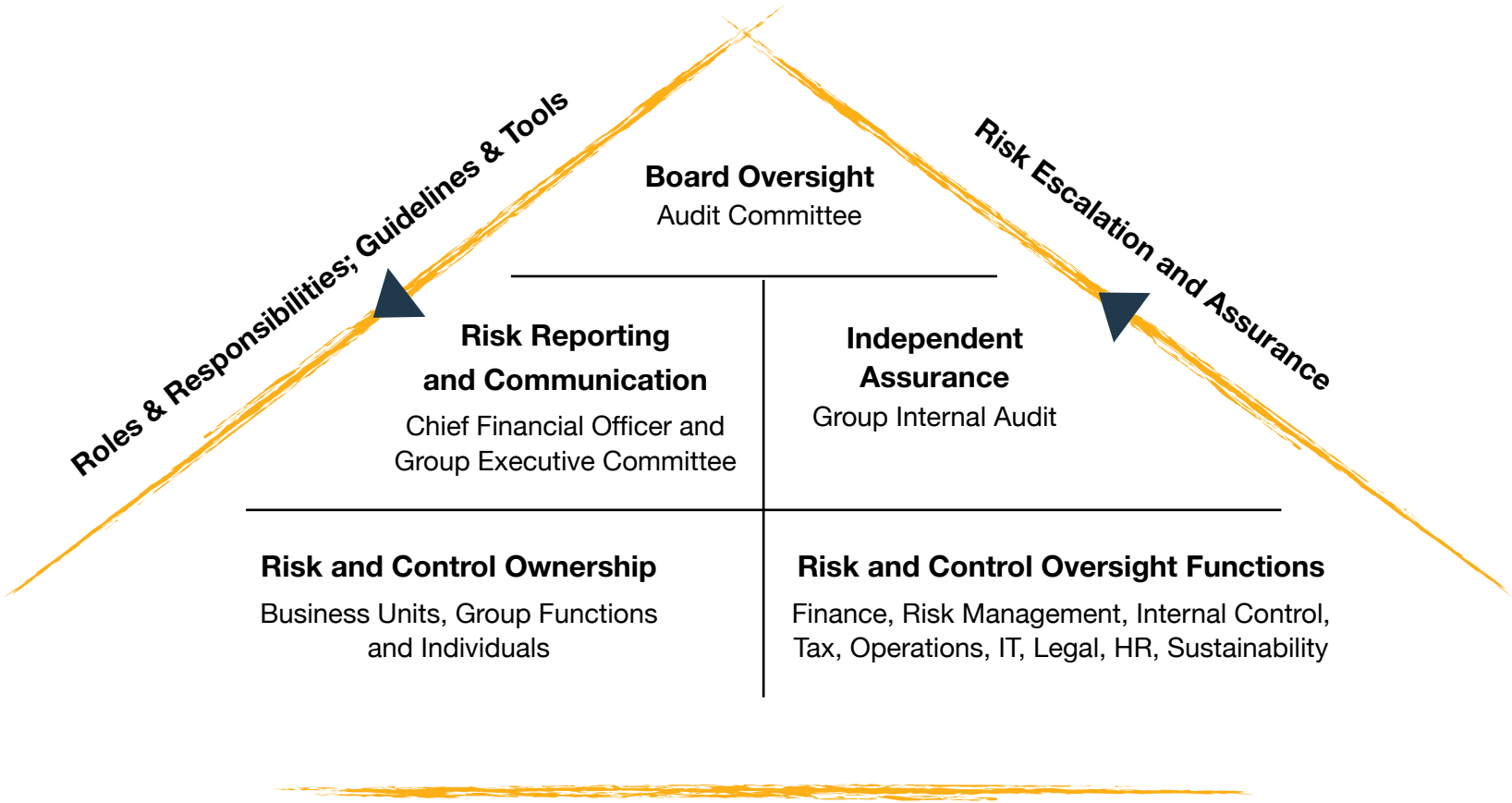
Justice and fairness are the bedrock of all that we do as a conscious power generator striving to contribute to nature conservation as much as to progress and development.

SUDIPTA GHOSH
General Counsel

RISK MANAGEMENT

CLPI has adopted and approved the Enterprise Risk Management (ERM) framework, for managing and mitigating risks faced by its business, applicable to CLPI and all its subsidiary companies. The framework, comprehensively depicted in Figure 1.8, provides the framework for continuous risk assessment and annual risk assessment.

FIGURE 1.8
CLPI’s comprehensive risk assessment framework



The benefits of this simple and practical ERM framework have been presented in Figure 1.9.

FIGURE 1.9

**Advantages
of CLPI's ERM
framework**



Potential risks are classified as financial, operational and market risks. They are also factored in while creation of annual business plans. Business heads carry out periodic risk identification assessments with guidance from the Risk Management (RM) team, which meets every quarter, and based on inputs from Asset/Department heads. The four-tier structure of CLPI's risk management framework is depicted in Figure 1.10. The risk register is updated periodically by business heads to ensure that information is current.

FIGURE 1.10

CLPI's four-tier structure for effective risk management



The management is briefed on any potential risks in advance to be able to effect a thorough plan for risk control.

Risk identification is carried out separately at three levels as depicted in Figure 1.11

FIGURE 1.11

CLPI’s three-level independent risk assessment process

- Level 1 - Corporate level:** To identify key risks faced by the organisation
- Level 2 - Business level:** To identify risks in each business
- Level 3 - Asset / Department level:** To identify risks in each asset/department/function

The entity level risk mitigation for Health, Safety, Security and Environment (HSSE) and Sustainability parameters are managed through identification and preparation of mitigation strategies. Key HSSE risks identified in the current reporting period are presented in Figure 1.12.

FIGURE 1.12

Key identified HSSE risks for FY 2019-20

Key Area	Risk	Mitigation
Safety and Health	Risk of incidents leading to injury or fatality	Proactive crisis management, application of safe working practices and emergency drills performed regularly
Environment	Failures in environmental impact management causing non-compliance and/or severe environment impact may lead to significant compensation/fines and clean-up costs	Proactive environmental management and compliance monitoring on sites

INTERNAL CONTROLS

CLPI's internal control system is designed to ensure operational efficiency, protection and conservation of resources, accuracy and promptness in financial reporting and compliance with laws and regulations. This system is supported by an internal audit process for reviewing the adequacy and efficacy of CLPI's internal controls, including its systems and processes and compliance with regulations and procedures. Internal audit reports are discussed with the management and reviewed by CLPI's Board of Directors. The board also reviews the adequacy and effectiveness of internal controls. The present internal control system is commensurate with the size, nature and scale of CLPI's operations.

CLPI has Management Control Procedures (MCPs) in place for execution of various functional and operational activities. We have adopted various management systems like ISO 14001, ISO 9001, ISO 45001 for effective implementation of HSSE and quality at our operational sites. These management systems have been mentioned in the report basis implementation at respective operational assets.

The Code of Conduct (CoC) is an important part of the CLP Group Value Framework. It covers principles of anti-corruption including avoiding conflicts of interest, no bribery, moderation in gifts and entertainment, and maintaining strong ethics and business integrity. CLPI has also adopted the CLP Group Anti-Fraud Policy which has programmes to detect, prevent and report fraud. It is the Company's general policy to remain politically neutral and avoid making political contributions (donations) and in view of the same, CLPI has not made any political contributions during the reporting period, FY 2019-20.

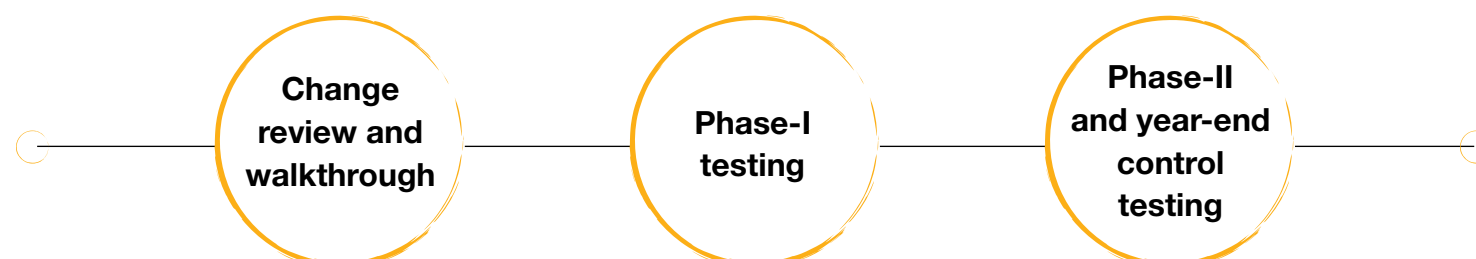
For more details on the CLP Value Framework and CoC, please visit:

<https://www.clpgroup.com/en/about/overview/value-framework.html>

Internal control testing is performed with the help of external consultants every year in phases as depicted in Figure 1.13.

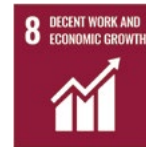
FIGURE 1.13

CLPI's internal control testing process



COMPLIANCE MANAGEMENT

The Company has implemented a Compliance Management System (CMS) for monitoring all statutory and regulatory compliances in respect to its various plants and sites as well as corporate and branch offices. This aids in effective and real time compliance of applicable regulations from time to time. The tool is updated periodically to include amendments in regulations and provisions due to changes in the law. For FY 2019–20, CLPI has not identified any non-compliance with laws and/or regulations that would have resulted in levy of fines or prosecution by relevant authorities. Compliance to environmental regulations is detailed in the Natural Capital chapter of the report. Compliance with various laws and legislations are reported internally through the CMS and through other internal reporting mechanisms.



HUMAN RIGHTS

Prohibition of child and forced labour is given careful attention at CLPI. In line with our commitment to stipulated employment practices, no human rights were violated at any of our business locations that includes child and forced labour. We have ensured no person below the age of eighteen years is employed in any of our business operations. This is also articulated and communicated to all our vendors and suppliers.

One of CLPI's core values is respect for people. CLPI encourages two-way communication between its employees and management. We trust and respect our colleagues, encourage open and honest communication and strive to provide a safe, healthy and fulfilling work environment for our employees. We have a Grievance Resolution Process in place that provides a framework for resolving workplace grievances. Remuneration of our employees is reviewed annually. Our Remuneration Philosophy is detailed in the Human Capital chapter in the report. We do not have collective bargaining agreement at any of our locations. Our contractual agreements are based on mutually agreeable expectations from our contractors and suppliers. During their association with CLPI, they have the freedom to express their concerns and suggestions.

More details on our engagements and procurement practices are provided in the Financial Capital chapter in the report. To ensure applicable compliances, we follow all related regulatory requirements and conduct periodic reviews.

POLICY LEVEL ENGAGEMENT

CLPI establishes a common and coherent approach among all its corporate functions for consistent business growth. To responsibly articulate and take up issues affecting the growth of our business and the power sector at large, CLPI collaborates with various external industry bodies and think tanks to actively participate in public policy development activities. CLPI is a member of several public bodies as showcased in Figure 1.14.

FIGURE 1.14

CLPI’s involvement with industry bodies and think tanks

Organisation	Level of Engagement
Confederation of Indian Industry (CII)	• Co Chairman - CII National Committee on Power • Member - CII National Committee on CSR • Business Excellence Assessment • Sustainability Award Assessment • HR Excellence Award Assessment
Association of Power Producers (APP)	Chairman
The Energy and Resources Institute (TERI)	Executive Member
Institute of Management Accountants (IMA)	Member
Wind Independent Power Producers Association (WIPPA)	Member
Indian Wind Power Association (IWPA)	Member
National Solar Energy Federation of India (NSEFI)	Member (Executive Council)
Indian Energy Storage Alliance (IESA)	Gold Knowledge Partner membership
International Solar Alliance (ISA)	Corporate Partner

CASE STUDY



“Clean Air, Better Life” – CLPI’s involvement in the initiative by Confederation of Indian Industry (CII) and NITI Aayog

Deteriorating air quality continues to be a challenge in India and it has captured the attention of the public, media and policymakers. Coal-fired power stations face stringent requirements on emissions of particulates, ash utilisation, nitrogen oxides and sulphur dioxide.

The Government of India, in January 2019, announced the National Clean Air Program (NCAP) as a national level strategy to improve ambient air quality within a prescribed timeframe.

Since the new air emission limits at thermal power plants (TPPs) came into force in 2019, JPL implemented combustion optimisation solution to reduce NOx emissions and operationalised Flue Gas Desulphurisation (FGD), to meet new SO₂ standards. JPL has Electrostatic Precipitators (ESP) and bag filters to control particulate emissions.

CLPI has actively participated in the Task Force on Clean Industry under the “Clean Air, Better Life” initiative by CII and NITI Aayog. CLPI has worked with relevant stakeholders in the Task Force, comprising policymakers, scientific bodies, peer industries and civil society, to promote prioritisation of cleaner power procurement from energy providers who use advanced emission control technologies and generate cleaner energy.

CLPI’s clean energy investments, the initiative and potential regulatory changes will offer competitive advantages and benefit the utility sector to accelerate the use of cleaner technologies.

CLPI also partnered with the CII Foundation to help farmers reduce stubble burning in Haryana. More details on this initiative are presented in the Natural Capital chapter in this report.

For more details on the Task Force on Clean Industry report, please visit

https://niti.gov.in/sites/default/files/2019-11/CS_421CSD-CleanIndustry_0.pdf



STAKEHOLDER ENGAGEMENT

CLPI is committed to meaningful engagements with all its diverse stakeholders. Our stakeholder engagement processes are both formal and informal. The feedback and suggestions received from the engagements are considered for suitable incorporation by respective functions.

Figure 1.15 lists our key stakeholders, various modes of engagement and details what points we engage with them on.

SUPPLIER ENGAGEMENT

As part of its supplier relationship management, CLPI reviews past performance, future business needs, as well as technology and innovation roadmaps with suppliers. While suppliers' performance is measured under a structured framework, they are also invited to provide feedback for bringing about a continuous two-way improvement in the long run. Details of our supplier onboarding, engagement and management processes are detailed in the Financial Capital chapter in this report.

EMPLOYEE ENGAGEMENT

CLPI's approach to engaging with employees is multidimensional and includes on-the-job development, personal growth, fun at the workplace, opportunities for cross functional as well as cross cultural interactions and also volunteering opportunities in community activities. We conduct an employee engagement survey through a third-party partner every two years. Our last survey was conducted in 2018 and our engagement score was 71% with a participation rate of 94% from employees across locations. Identified areas of improvement were systematically worked upon in FY 2019-20. A detailed explanation of the findings of the survey are mentioned in the Human Capital chapter in this report.

FIGURE 1.15

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 • 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 • Liasioning 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 • Through Extension Volunteers (EVs)	• Community need assessments • Implementation of CSR activities and feedback • Project impact assessments • General communication
Employees	• Senior management interactions • Open house forums, e-mailer, MyGrid (intranet platform) • Engagement surveys • Employee work group	• Understanding employee feedback/concerns • Sharing critical milestones and challenges in business • Communicating policy decisions and seeking feedback • Employee feedback/suggestions
Suppliers/Value chain partners	• Technical and commercial discussions • Contractor/vendor meets	• Fuel supply • Contract management • Operations and maintenance reviews • Product and service discussions

MATERIALITY ASPECTS

CLPI constantly monitors and analyses its materiality aspects and the important ones are handled through designated strategies. Identification of materiality is based on interactions with key internal and external stakeholders. Figure 1.16 details CLPI's material topics, focused on environmental, social and governance factors, the three pillars of sustainability.

FIGURE 1.16

CLPI's materiality topics



Environmental

- Climate Change
- Water management at JPL and solar sites
- Air emissions at JPL
- Ash management at JPL
- Waste management
- Biodiversity



Social

- Safety and well-being
- Community engagement
- Employee engagement
- Diversity and inclusion



Governance

- Maximising profit
- Operational excellence
- Digital transformation
- Risk management

Note –Materiality topics for which no asset name is mentioned are applicable across CLPI

This report covers key materiality related aspects and how we are performing on those. A comprehensive materiality assessment exercise is planned for CLPI’s operations for the next reporting cycle.

CLPI’S FUTURE STRATEGY

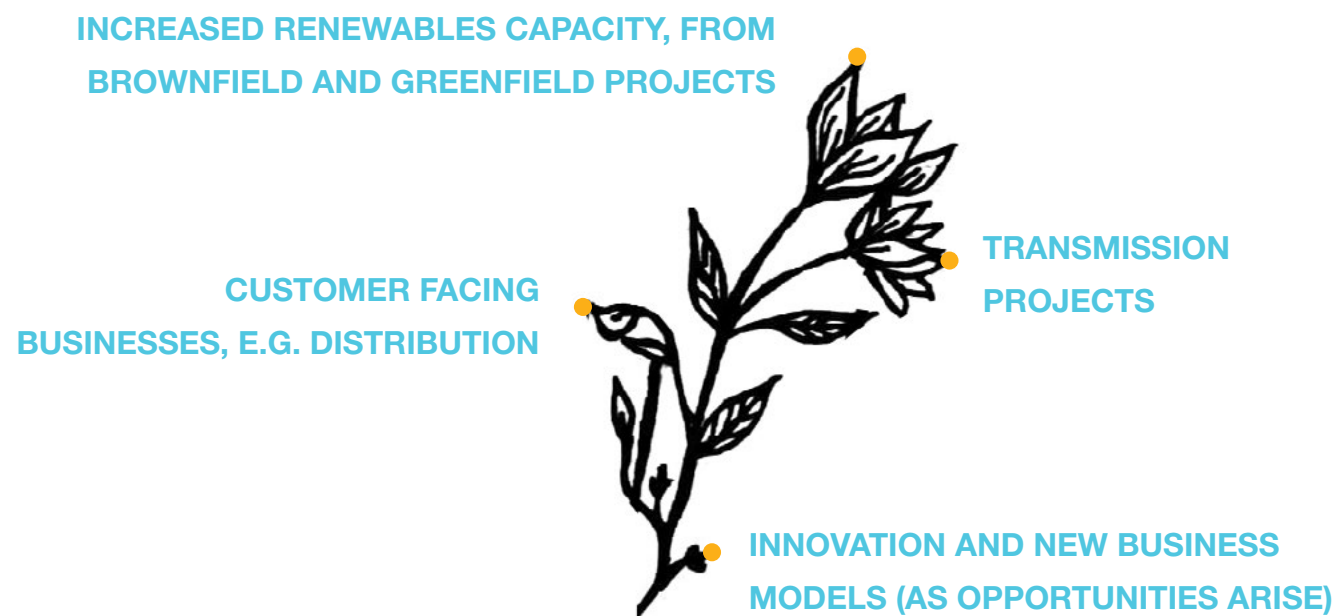
CLPI’s business strategy not only emphasises on identifying and addressing current material topics but also constantly strategises future actions for sustainable business growth. Both CLP Group and CDPQ jointly review CLPI’s future strategy while keeping various relevant internal and external material changes in view.

CLPI does not propose to participate in any new greenfield or brownfield thermal asset creation/acquisitions in the future.

CLPI’s future growth will mostly come from four key focus areas depicted in Figure 1.17.

FIGURE 1.17

CLPI’s future focus areas



Renewable energy has been a focus growth sector for the Company, guided by CLP Group's Climate Vision 2050, a commitment to reduce the carbon intensity of our business and by CDPQ's strategy to address climate change. CLPI expects to continue its growth plan in wind and solar sectors and is closely monitoring other renewable opportunities as well.

For more details on the CLP Group's Climate Vision 2050 and CDPQ's strategy to address climate change, please visit

<https://www.clpgroup.com/en/sustainability/strategic-priorities/decarbonisation.html>

<https://www.cdpq.com/en/investments/stewardship-investing/climate-change>

With rapid growth of renewable energy capacities in the country, concomitant investments are anticipated in grid strengthening projects and CLPI would like to be a part of this growth story by investing in evacuation infrastructure for both, i.e. renewable capacity addition and grid strengthening projects. CLPI has recently made an entry in the transmission sector and will continue looking at selective opportunities through greenfield as well as brownfield routes.

Under the umbrella of consumer facing businesses, distribution is expected to provide a large investment opportunity in the medium to longer term due to a push by the government for private participation through various policy initiatives. CLPI is currently evaluating various models of investments and working on appropriate opportunities in the distribution business.

We plan to incorporate technologies to complement our growth trajectory and growing business portfolio. Our digital transformation strategy is detailed in the Financial Capital chapter.

CLPI is at an interesting and exciting point in its journey. We have decided to undertake a rebranding exercise, planned to take place in the beginning of 2021, to reflect our new vision of accelerated growth. The key objectives of the rebranding exercise are to help position CLPI as a responsible company in the Indian power and utilities industry, enhance our visibility and increase trust among various stakeholders.

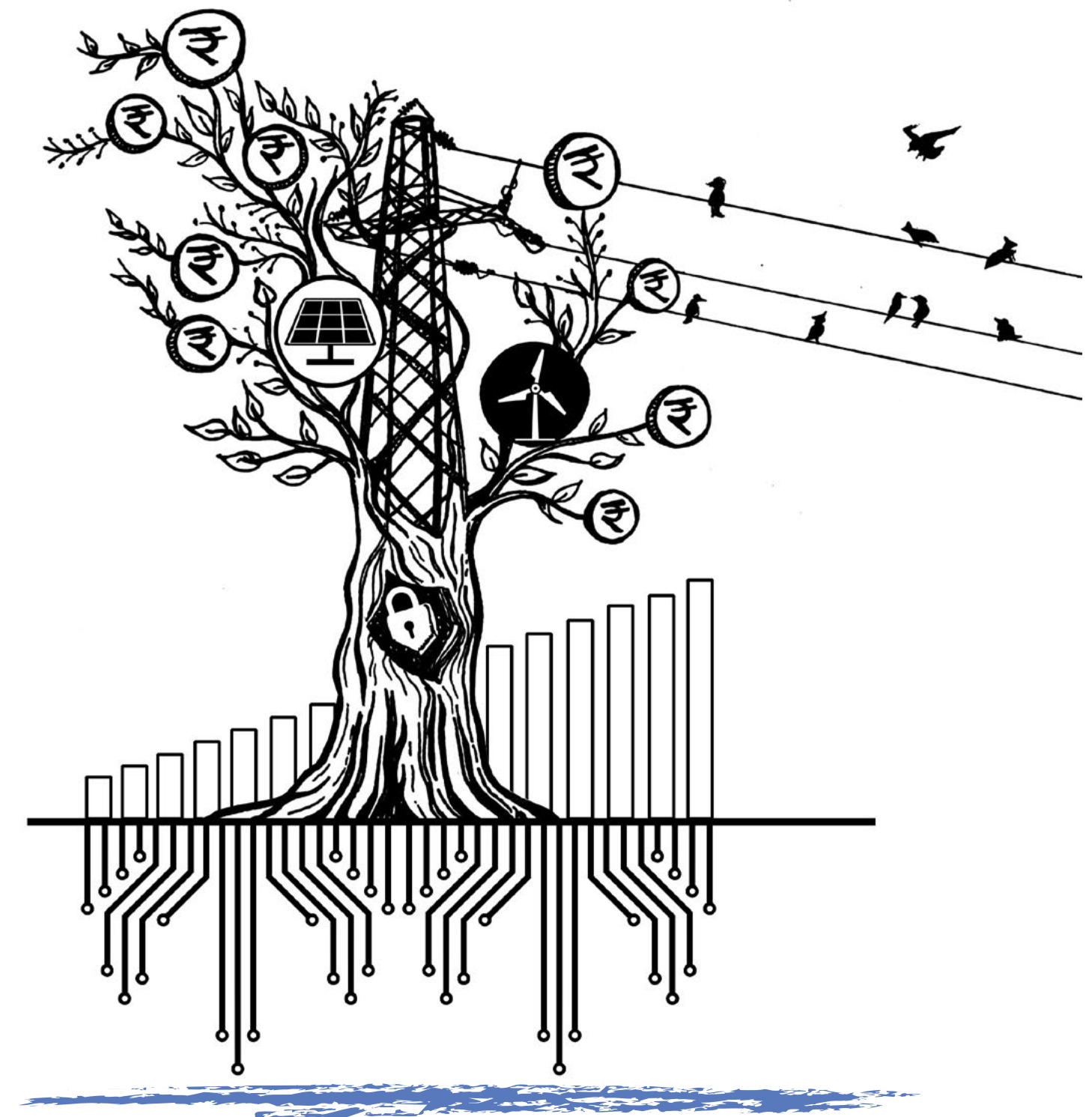
CLPI's present performance and plans in areas like operational excellence, health and well-being, environment, people, and community engagement are presented in subsequent chapters. With evolving government policies and the confidence of our shareholders and stakeholders, we are optimistic of achieving long-term sustainable business growth and contributing towards the replenishment and protection of natural resources.

It is only through the collaborative efforts as a *Kutumbakam* (family) that we will be able to realise the vision of a sustainable future for all.

FINANCIAL CAPITAL

THE POWER OF RESILIENCE

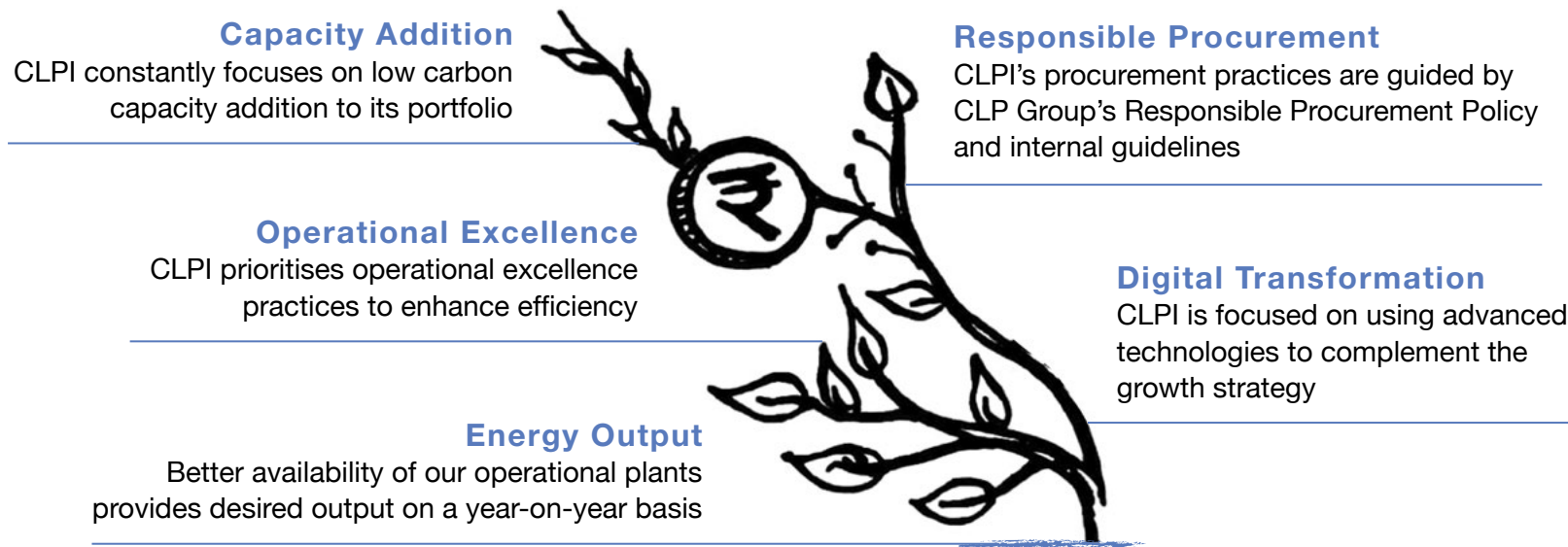
In mathematics, one or unity represents a single entity forming the base of any measurement. If we were to extend the idea of measuring performance, the only unit that we must be concerned with as a world is sustainability of resources that aid in our progress. At CLPI, our efforts are focused on ensuring that the resources we harness for our business are used optimally. Just as one is considered a multiplicative identity that does not change the element it is multiplied by; we want to give back just as much as we consume and more. Through robust operational excellence processes, adoption of advanced technology and responsible procurement practices, CLPI is striding ahead towards economic progress with a resolute focus on conservation and sustainability.



CLPI's growth is linked to India's energy goals and serving national priorities. India is looking determinedly towards a transition to clean energy through policy interventions in renewable energy, electric vehicles, energy storage and smart grids, among others. Our constant effort is to invest in business opportunities that are futuristic, create larger societal value and are capable of generating returns in line with the expectations of our stakeholders. Our employees are dedicated to meet this organisational objective and contribute towards the progress of the country.

FIGURE 2.1

CLPI's economic performance priorities:



CLPI's FINANCIAL PERFORMANCE

CLPI looks at the process of enhancing efficiencies and how they impact economic parameters, which is an important indicator of a company's health, rather than just focus on the end outcome. A snapshot of the consolidated financial performance of CLPI for the three immediately preceding years i.e. FY 2019-20, FY 2018-19 and FY 2017-18, is represented in Figure 2.2.

FIGURE 2.2

CLPI's financial performance over the last three years at a glance

Particulars	Consolidated (Amounts in INR million)		
	FY 2019-20	FY 2018-19	FY 2017-18
Revenue from operations	40,048.68	44,135.54	44,251.17
Other income	1,815.26	1,579.26	862.01
Cost of materials consumed	20,598.84	24,260.61	23,128.04
Employee benefit expense	1,444.34	1,341.62	1,150.79
Other expenses	5,225.05	4,288.93	8,378.11
Profit before depreciation, finance costs, exceptional items and tax expense	14,595.71	15,823.64	12,456.24
Less: Provision for depreciation/amortisation/impairment	5,539.96	4,953.93	4,843.62
Profit before finance costs, exceptional items and tax expense	9,055.75	10,869.71	7,612.62
Less: Finance costs	4,003.54	3,771.46	4,478.10
Profit before exceptional items and tax expense	5,052.21	7,098.25	3,134.52
Share in profit/(loss) of joint ventures	-	75.16	28.71
Net profit before tax expense	5,052.21	7,173.41	3,163.23
Provision for tax [including deferred tax (expense)/saving]	(1,930.30)	(2,003.35)	2,065.20
Net profit after tax (A)	3,121.91	5,170.06	1,098.03
Other comprehensive income (net of tax) (B)	(571.17)	108.88	156.74
Total comprehensive income (A+B)	2,550.74	5,278.94	1,254.77
Appropriation			
Balance of profit/(loss) brought forward (C)	15,512.15	10,665.13	10,245.31
Balance available for appropriation (A)	3,121.91	5,170.06	1,103.66
Items of other comprehensive income directly recognised in retained earnings (D)	41.54	(0.53)	-
Transfer to debenture redemption reserve (E)	1,037.20	(322.51)	(685.16)
Retained earnings + Other reserve (A+C+D+E)	19,712.80	15,512.15	10,663.81

The revenue from operations for FY 2019-20 aggregated INR 40,048.68 million (INR 44,135.54 million for FY 2018-19). The profit before depreciation, finance cost, exceptional items and tax expenses stood at INR 14,595.71 million (as compared to INR 15,823.64 million for FY 2018-19). Net profit after taxes for FY 2019-20 stood at INR 3,121.91 million (as compared to INR 5,170.06 million for FY 2018-19). The retained earnings (including reserves) for FY 2019-20 aggregated INR 19,712.80 million, an increase of 27.08% from INR 15,512.15 million for FY 2018-19.

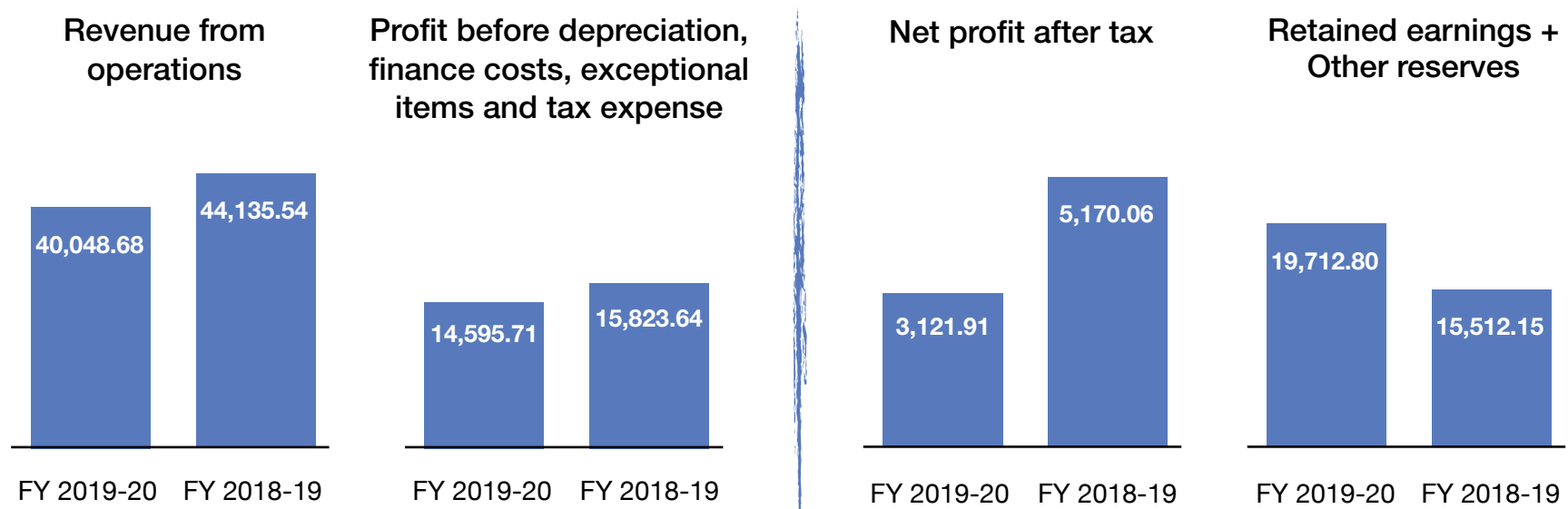
Figure 2.3 and 2.4 depict a comparison between financial performance in FY 2018-19 and FY 2019-20.

FIGURE 2.3

FIGURE 2.4

Financial performance: FY 2019-20 v/s FY 2018-19

(Amounts in INR million)



CASE STUDY

Towering assets: CLPI's foray into transmission

CLPI has made an entry in the transmission sector through the successful acquisition of 100% stake in STPL, earlier known as Kalpataru Satpura Transco Private Limited (KSTPL) in November 2019, one of the three projects under the Kalpataru Power Portfolio for which CLPI had signed agreements for acquisition in July 2019.

STPL is an intra-state transmission project consisting of a 240 km double circuit 400 KV transmission line. The Madhya Pradesh Power Transmission Corporation Ltd. (MPPTCL) is the sole beneficiary of the project and has signed a 25-year Transmission Service Agreement (TSA) in June 2013, which is further extendable for ten years, with STPL, under the Design-Build-Finance-Operate and Transfer (DBFOT) mechanism. The project was commissioned in April 2015. It has been operating successfully after acquisition and has achieved availability of 100% vis-à-vis budgeted availability of 99.04%.

To ensure continual improvement in occupational health and safety and quality, the asset is ISO 45001:2018 and ISO 9001:2015 certified.

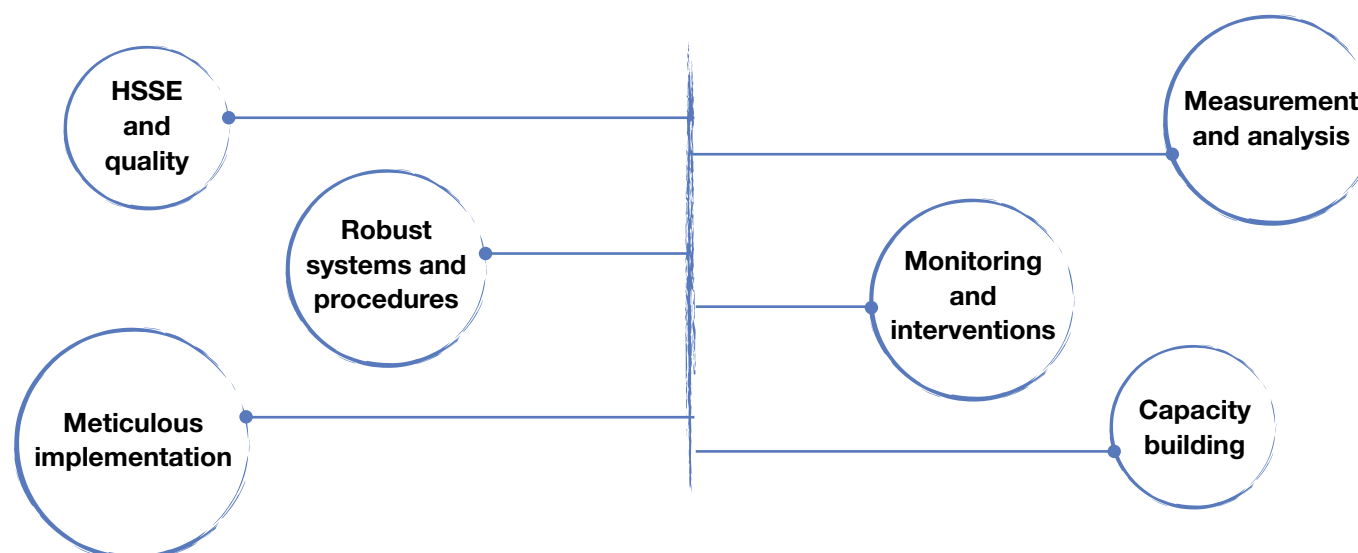
CLPI is currently working towards acquisition of the second of the three projects, for which agreements to acquire were signed in July 2019, with Kalpataru Power Transmission Portfolio, subject to completion of all conditions precedent. The acquisition of the third project could not be completed due to non-completion of Conditions Precedent.

Going forward, CLPI will continue to work towards ensuring that the performance of its transmission assets is in line with business goals and towards improving its O&M and HSSE practices. The experience gained from the Kalpataru transaction will be leveraged in evaluating new business opportunities in order to create a sustainable portfolio of transmission assets.



OPERATIONAL EXCELLENCE

Operational excellence is among CLPI's priority focus areas for ensuring optimal utilisation of resources while facilitating stable cash flows. Effective operational practices at our assets not only help produce more power but also ensure reliable, uninterrupted and quality electricity supply to the grid. The key drivers of CLPI's operational excellence philosophy are represented in Figure 2.5.

FIGURE 2.5**Key drivers of CLPI's Operational Excellence philosophy****ENERGY OUTPUT: ENERGY SENT OUT**

Over the years, CLPI's renewable energy portfolio has increased its share of energy output. Energy sent out from sites over the last three years has been detailed in Figure 2.6. During FY 2019-20, the renewable energy output was nearly 28% of total energy output compared to 24% in FY 2018-19. While wind energy output in FY 2019-20 witnessed a minor decrease of nearly 3%, compared to FY 2018-19, solar energy output increased by around 23% in FY 2019-20 compared to FY 2018-19.

Coal power output witnessed a near 15% decrease in FY 2019-20 compared to FY 2018-19. Due to the expiry of the PPA of Paguthan CCPP, there was no gas-based power generation and combined thermal power output reduced by about 19% in FY 2019-20 compared to FY 2018-19. Source-based energy sent out over the last three years has been depicted in Figure 2.7.

FIGURE 2.6

Energy sent out during the last three years

Energy sent out in gigawatt-hour (GWh)					
Year	Coal	Gas	Wind	Solar	Total
FY 2019-20	5,463	-*	1,735	344	7,542
FY 2018-19	6,435	285	1,789	281	8,790
FY 2017-18	6,890	425	1,638	97	9,050

*The PPA of Paguthan CCPP has ended in December 2018 and the plant is currently not in operation.
Note: The energy sent out for the solar portfolio is from the plant end, whereas the energy sent out for other portfolios is from the substation end.

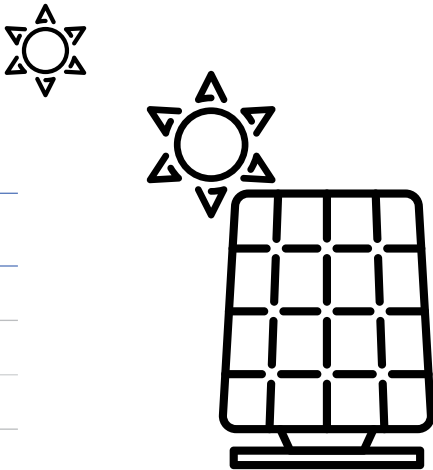
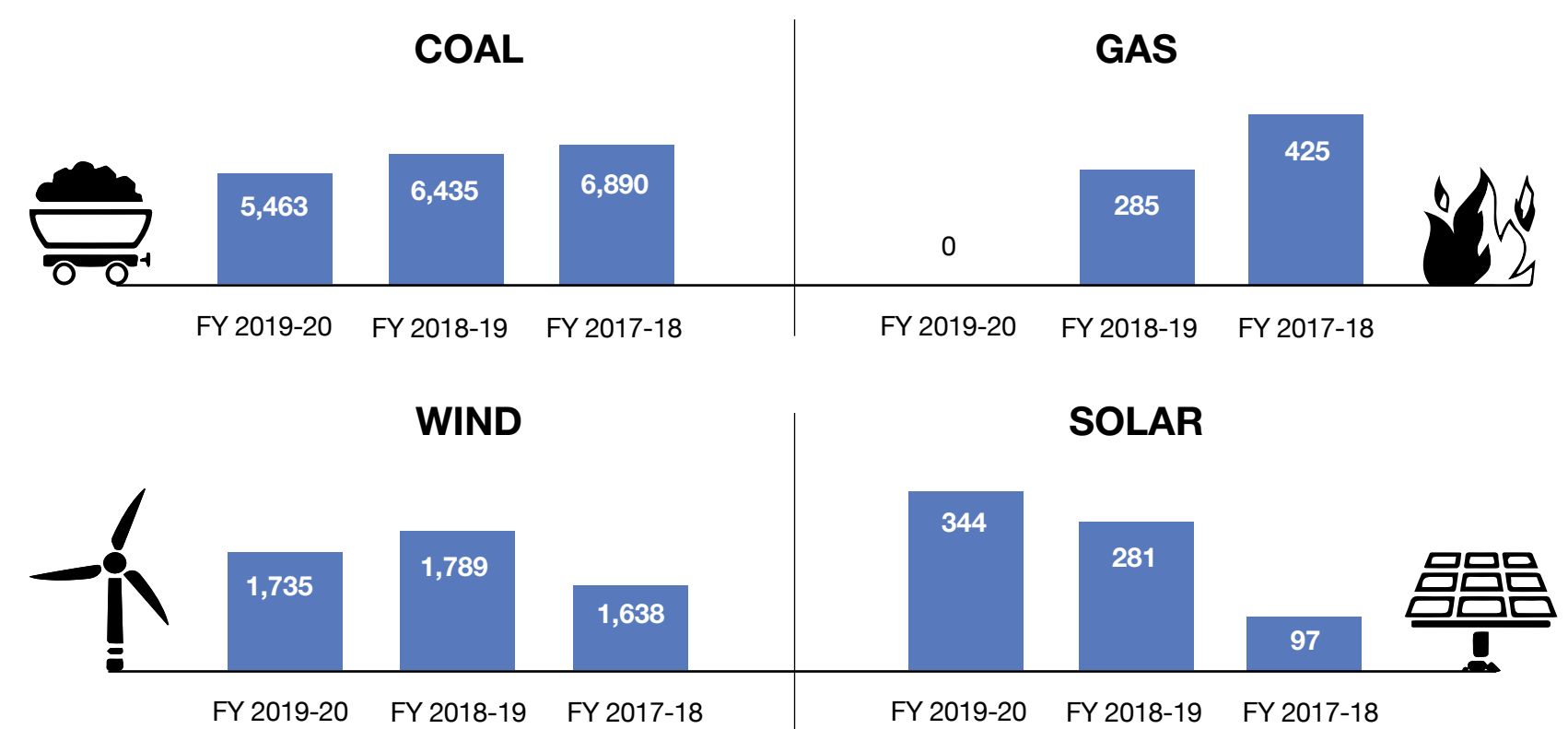


FIGURE 2.7

Source-wise energy sent out in the last three years (in GWh)





KEY PERFORMANCE INDICATORS (KPIs) FOR JPL'S OPERATIONAL EFFICIENCY

As a super-critical thermal power plant, JPL has inherited an operating performance advantage over sub-critical power plants across most of India. In addition, continuous measures are taken up to further improve the plant's operational performance. JPL's operational efficiency indicators over the last three years have been mentioned in Figure 2.8. During FY 2019-20, an initiative was taken to switch to hybrid lit up instead of the conventional main oil gun lit up for optimisation of start-up oil consumption. Other energy saving initiatives undertaken during the reporting year are presented in the Natural Capital section of this report.

FIGURE 2.8

JPL's operational efficiency indicators over the last three years

Energy sent out in gigawatt-hour (GWh)				
KPIs	Unit	FY 2019-20	FY 2018-19	FY 2017-18
Net thermal efficiency	%	35.30	36.12	36.58
Plant Load Factor	%	50.79	59.66	63.35
Availability	%	91.09	90.85	84.22
Auxiliary Power Consumption (APC*#)	%	7.24*	6.72*	5.95

*APC is high due to FGD operations (trial operations from July 2018 and continuous operation from February 2019)
#APC is calculated based on gross generation

FUEL EFFICIENCY AT JPL

Coal is the main fuel for JPL’s operability. Minor oil consumption also occurs at JPL during starting up of the units. JPL’s fuel consumption over the last three years has been indicated in Figure 2.9.

FIGURE 2.9

Fuel consumption at JPL over last three years

Fuel	Unit	FY 2019-20	FY 2018-19	FY 2017-18
Coal	TJ	55,535	64,062	67,654
	T	3,634,817	4,130,802	4,328,028
Oil	TJ	88	64	110
	KL	2,412	1,755	3,001
Specific coal consumption	kg/kWh	0.62	0.60	0.59
Specific oil consumption	ml/kWh	0.41	0.25	0.41



At JPL, we had to make periodic load revisions based on directions from Haryana’s State Load Dispatch Center (SLDC), and the number of start-ups and shutdowns increased during the reporting period. This has had an adverse effect on our operational parameters such as heat rate, auxiliary power consumption, specific oil consumption, specific water consumption, high Loss of Ignition (LOI) in fly ash and bottom ash etc. CLPI plans to implement Advance Process Control (APC), an intelligent software based control system at JPL to improve the station heat rate.

Statutory norms for Sulphur Dioxide (SO₂) emission have been implemented at JPL, effective February 2019, but continuous and efficient operation of Flue Gas Desulphurisation (FGD) with lesser redundancy is a challenge for JPL. The plant has taken proactive actions for some design modification to overcome these challenges to some extent and other major modifications will be implemented once cleared by the relevant government authority. We use high purity limestone to overcome design deficiencies to a certain extent. We are working towards ensuring uninterrupted supply of good quality limestone.

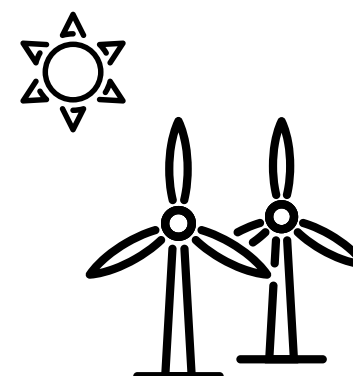
KEY PERFORMANCE INDICATORS (KPIs) FOR OPERATIONAL EFFICIENCY OF RENEWABLE ENERGY SOURCES

Essential maintenance and repair work at renewable sites is carried out during low productivity periods for optimising output. Preventive maintenance is undertaken during low wind period at wind assets to yield maximum output in high wind periods. Similarly, all major maintenance activity for our solar assets is taken up during non-generating hours to maximise plant availability during generating hours (day time). Periodic wet cleaning of solar photovoltaic (PV) modules is ensured, and the tracker system is closely monitored on a continuous basis. This helps in maximising renewable energy output, thus improving availability and efficiency. Operational efficiency parameters at CLPI's renewable assets are mentioned in Figure 2.10.

FIGURE 2.10

Operational efficiency indicators at CLPI's renewable assets

KPIs	Unit	FY 2019-20		FY 2018-19		FY 2017-18	
		Wind	Solar	Wind	Solar	Wind	Solar
Plant load factor (PLF)	%	21.43	22.72	22.26	24.90	20.40	20.66
Availability	%	95.30	93.86	95.84	97.53	94.37	86.48



IMPLEMENTATION OF CENTRAL MONITORING FACILITY (CMF) FOR RENEWABLE ASSETS

Large number of variables in renewable energy pose fundamental challenges to operation and governance of the energy system. To minimise this challenge and as part of the company's digital transformation strategy, during this reporting year, CLPI has implemented a Central Monitoring Facility (CMF) that enables real time monitoring of wind and solar assets. This facility receives continuous data from assets and supports in improving their performance through analytics. The facility will also supplement efforts of OEM performance teams in early identification and resolution of performance issues. As of March 31, 2020, the CMF was successfully implemented for eight wind farms. Implementation of the CMF is planned for the remaining wind and solar assets in 2021.

For FY 2020-21, a detailed plan of action has been worked out for all solar and wind assets for optimal utilisation of resources by leveraging technology to carry out crucial maintenance activities. These include use of robotic technology for cleaning of solar panels and upgradation of existing equipment, among others.

OPERATIONS AND MAINTENANCE (O&M) STRATEGY FOR NEWLY-ACQUIRED TRANSMISSION ASSET

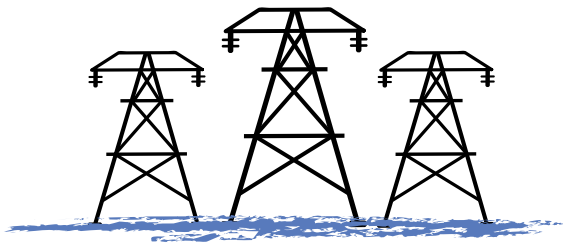
Preventive maintenance is the operative philosophy adopted for the transmission overhead line setup. This includes preemptive check-ups and assessments for Right of Way (RoW) clearances, stolen tower Anti-climbing Device (ACD) members, hardware fitting, foundation earthing and Aluminium Conductor Steel Reinforced (ACSR) conductor conditions.

Frequent patrolling is carried out for conducting assessments. Based on ground patrolling reports, planned shutdowns, if required, are planned in collaboration with stakeholders. On the day of the outage, work preference plans are discussed in detail during O&M meetings and necessary approvals are taken as per guidelines set out for predictive/corrective maintenance. Types and frequencies of patrolling carried out at sites are explained in Figure 2.11.

FIGURE 2.11

Types of patrolling and frequency

Type	Objective	Defect identified	Frequency (location wise)
Ground	Visually access components at ground level	Coping damage, missing members, vegetation assessment	Daily, monthly for major crossings
Route	Changes in land profile	Tower stability, bottom conductor clearance	Need-based
Tower top	Through inspection of components from tower top	Jumper connections, hardwire fittings, conductor surface	Once in two years
Thermo vision scanning	Assess temperature of all joints	Mid span joints, jumper bolts	Half-yearly (day and night)
Night	Cross checking results of thermo vision scanning	Sparking, hot spot, insulator deterioration	Half-yearly
Tower earth resistance	Measure earth resistance	High earth resistance	Annual



For our transmission line asset, the key operational indicator is line availability of 99% and above. Due to strategic efforts by the O&M team, we were able to achieve 100% line availability since acquisition in November 2019.

Since the acquisition, we have begun using a mobile application for real time tracking of our O&M team's site patrol record, thereby enabling quick response for rectifications, if required. Thermo vision cameras aid our team in getting to problem areas effectively through heat mapping.

Random checks are carried out for verticality of towers, and for critical towers like road crossings, river crossings and powerline crossing towers that have associated collaterals. CLPI plans to implement site patrolling using drone technology while retaining the ground team at strategic locations to attend to any damages.



EMPLOYEE SPEAK



From the very first day, CLPI's culture has swept me off my feet. People do not come to work at CLPI but to pursue their passion. Here, not just the end but also the means to the end matter. This belief and culture - based on values, honesty and respect for people with a passion for operational excellence is unique to CLPI.

One of the pillars of CLPI's business model is sustainable development i.e. development that meets the needs of the present without compromising the ability of future generations to meet their own. Whether it is the decision to adopt clean technologies in a big way or setting carbon emission targets, every action reflects CLPI's commitment to sustainable development.

Electricity generation is a business that requires long-term vision and commitment and I am excited to be part of team CLPI that is determined to follow a sustainable, trans-generational business model.

Karunakar Jha, Delhi

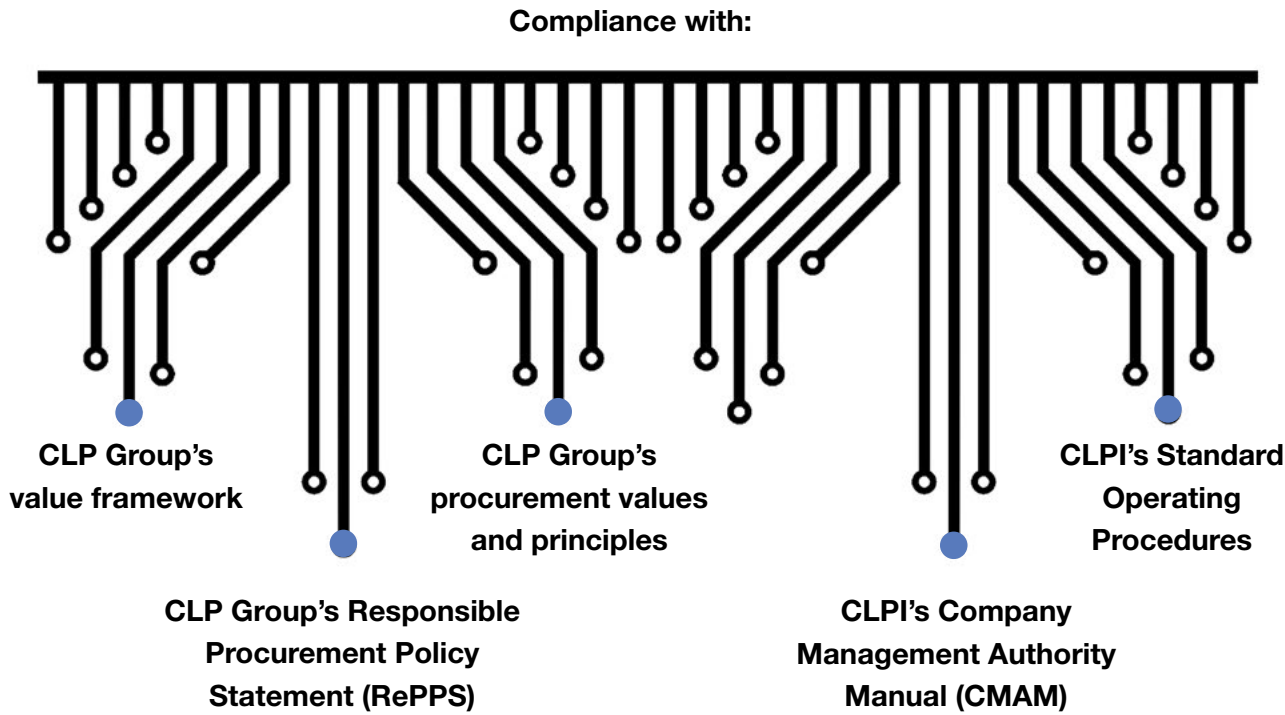
RESPONSIBLE PROCUREMENT PRACTICES

Procurement is an integral part of CLPI's business process; we procure a wide range of products and services, of significant value, to maintain and develop our electricity supply business to meet the needs of our customers. Our objective is to work with those suppliers who are ethical and committed to sustainable development, have demonstrated HSSE competence, high quality, competitive pricing, meet expectations of our Responsible Procurement Policy Statement (RePPS), and are compliant with legal and business performance requirements. CLPI strives to continually improve competitive advantage and deliver value to all stakeholders through formation of commercially viable strategic relationships with preferred suppliers, and to maintain such relationships for the long-term benefit of all parties concerned.

All procurement commitments comply with applicable CLP Group and/or CLPI policies as detailed in Figure 2.12.

FIGURE 2.12

CLPI procurement policy framework



CLPI designs fit-for-purpose sourcing strategies to select suppliers who will best meet requirements and deliver most value. Supplier selections are typically conducted through competitive tendering. CLPI contract terms and conditions outline specific project sustainability requirements and expectations in terms of business ethics, derived from the group company's procurement policy framework.

CLPI encourages suppliers to abide by principles stated in RePPS, as depicted in Figure 2.13, and expects them to adopt similar standards when doing business with us. Considering the evolving stage of suppliers' maturity with respect to RePPS, over the past few years, CLPI has been gathering information from suppliers through questionnaires on various elements of RePPS and creating a data repository. This repository will be used for business decisions.

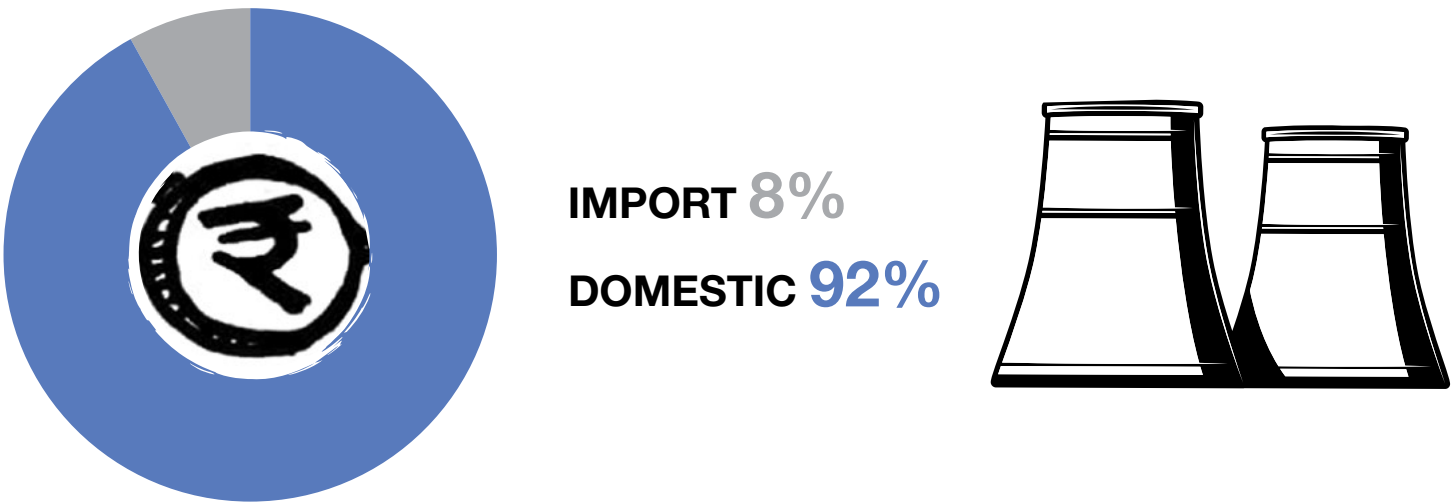
FIGURE 2.13

Key aspects of the RePPS



CLPI practices local sourcing and strategically builds long-term market driven partnerships with local vendors. The comparison of CLPI's domestic non-fuel procurement with imports during FY 2019-20 is presented in Figure 2.14. All coal procurement for JPL is from subsidiaries of Coal India Limited. In FY 2019-20, 100% domestic coal was used by JPL.

FIGURE 2.14
Comparison: CLPI's non-fuel procurement from domestic sources v/s imports
(Cost basis - FY 2019-20)



CLPI conducts quarterly risk assessments for strategic tier one suppliers, in conjunction with supplier risk and relationship management processes. Providing competent manpower in sufficient numbers, performance on HR compliances, adhering to CLPI's HSSE guidelines, support on spares supply and expert services for overhauls/emergencies are identified as key risk areas pertaining to our tier one non-fuel suppliers. Risk mitigation plans are developed to address identified risks relating to delivery performance, supply disruptions, business continuity and sustainability within the supply chain. Regular meetings with suppliers are conducted to discuss mitigation plans and to explore opportunities for continuous improvement.

CLPI's framework for engaging with suppliers is detailed in the Stakeholder Engagement section in the introduction to this report.



DIGITAL TRANSFORMATION

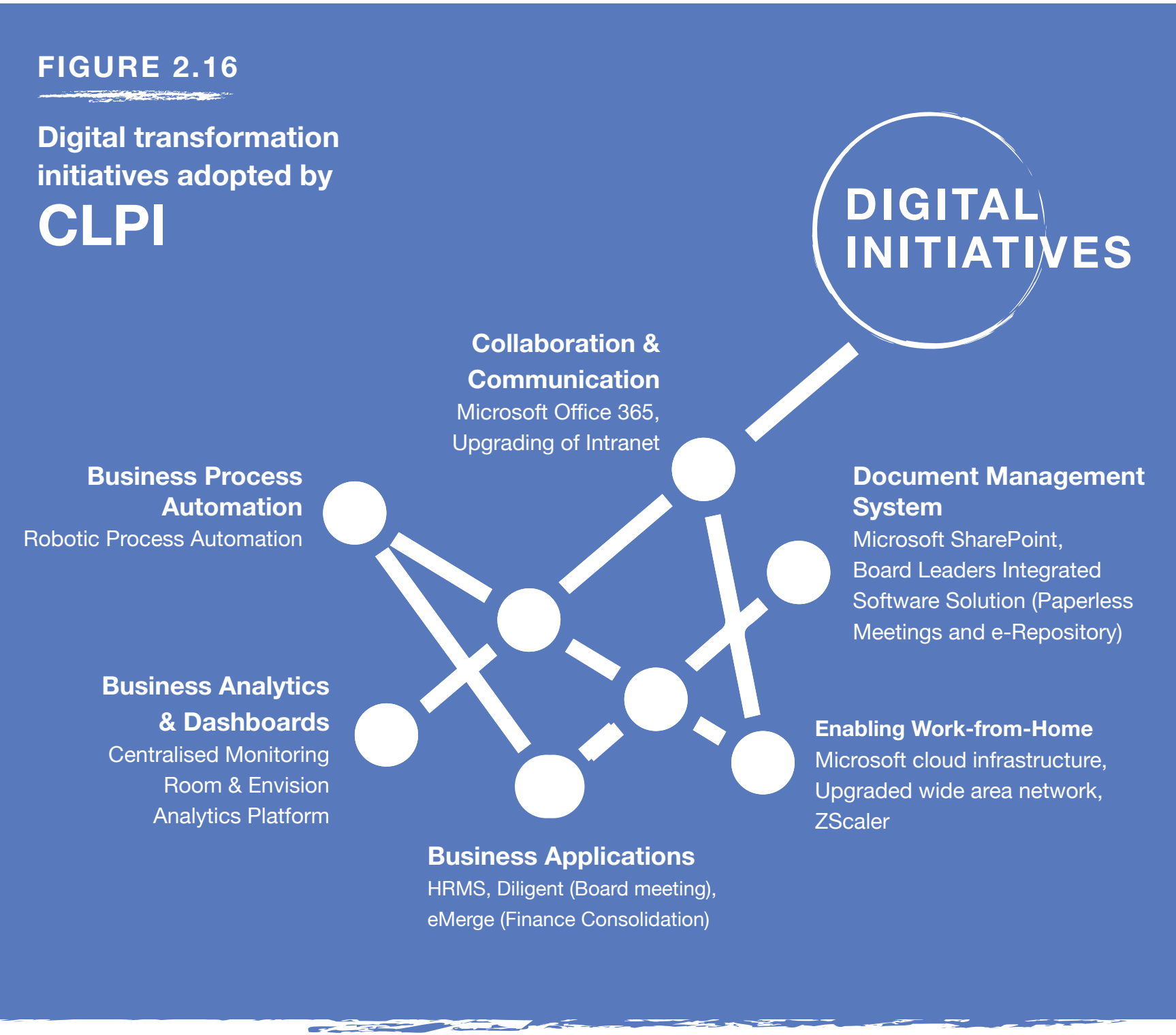
Industry 4.0, the drive towards adopting cutting-edge technology and automation, and leveraging them to enhance business outcomes, empower employees and serve customers better, is an approach that CLPI has been rigorously implementing across various levels in the organisation to effectively compete in an ever-changing digital economy. Enabling technologies are not the end goal but serve as catalysts for transforming the organisation in its mission to achieve sustainable business goals. Drivers for CLPI's digital transformation strategy have been listed in Figure 2.15.

FIGURE 2.15

CLPI's digital transformation drivers:



In line with our digital strategy, the digital initiatives that CLPI has already implemented in FY 2019-20 have been mentioned in Figure 2.16.



CLPI is geared towards further advancing in adoption of the Industry 4.0 framework. Upgradation of the existing Enterprise Resource Planning (ERP) solution to automate various processes, monitoring enterprise KPIs through installation of a business intelligence platform, and carrying out pilot projects to analyse various plant level activities using Internet of Things (IoT) devices/sensors to improve overall availability of assets are some specific initiatives that CLPI plans to undertake in the short to medium term. In the long term, digital transformation will

propel the company's goal of economic progress through adoption of technology-enabled sustainable practices.

A combination of unswerving dedication to achieving operational excellence with adoption of advanced technology built on the foundation of sustainable practices and conservation of resources, is CLPI's way of contributing to an equitable future for all.



SAFETY & HEALTH

THE POWER OF BEING

According to Indian tradition, the oneness of mind and body sets one on the path to enlightenment. This oneness can be achieved in several ways. At CLPI, we have chosen to focus on health and safety of employees, all partners we work with and our communities to enable them to prioritise their physical and mental well-being while making productive contributions to CLPI's progress.



CLPI HSSE MANAGEMENT SYSTEM

Our vision, at CLPI, is concerned not just with obtaining results but also how they are obtained. Consequently, as we conquer newer horizons in the Indian power landscape, CLPI is determined to achieve them with an unwavering focus on safety. CLPI’s Health, Safety, Security and Environment (HSSE) management system provides for a unified framework for compliance to CLP Group and CLPI HSSE requirements. This entails identification of HSSE risks and opportunities, prevention of work-related injuries and ill-health to workers and providing a safe, secure and healthy work 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 maintaining assets in an environmentally responsible manner.

FIGURE 3.1



CLPI safety and health performance indicators for FY 2019-20

Parameters	Renewables (Solar and Wind)		STPL (Transmission)		JPL (TPP)	
	Employees	Contractors	Employees	Contractors	Employees	Contractors
Fatalities	0	0	0	0	0	0
Fatality rate	0	0	0	0	0	0
Lost time injuries	0	0	0	0	0	0
Occupational diseases	0	0	0	0	0	0
Total workhours	72,250	2,044,564	5,460	20,940	477,420	3,605,072

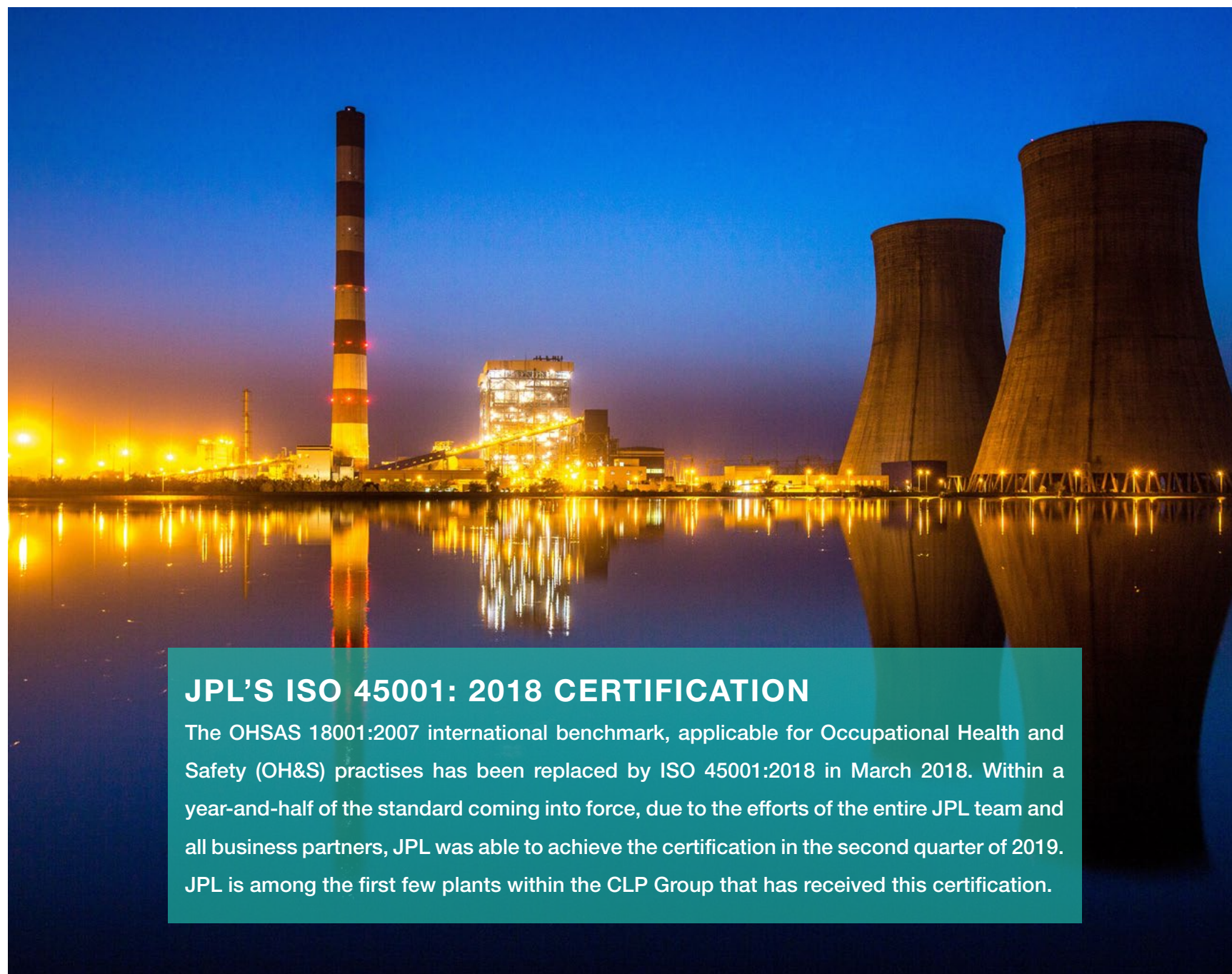
SAFETY

‘Safety comes first at CLP’ has been the guiding principle that has led CLPI in its efforts towards building a safety-first culture, even as we expand our business through the country. CLPI is committed to complying with all applicable statutory and other requirements related to HSSE for all operating assets. Our HSSE performance indicators for FY 2019-20 have been highlighted in Figure 3.1.

The growing and evolving range of business activities across India has highlighted the need for us to manage a wider set of HSSE related risks and opportunities in our operational assets while striving for operational excellence.

We remain steadfast in our belief that no one should be injured while working on a CLPI site and that everyone should go home safely to their families at the end of every working day.

JPL has a Plant Safety Committee, compliant with the Factories Act, with representation from departments and contract workers. This committee is chaired by the head of the plant and periodically meets to monitor and review HSSE performance. As stated in a case study further ahead in this chapter, a Safety Partnership Plan (SPP) is in place for renewable assets to resolve concerns and recommendations relevant to safety and health.



JPL'S ISO 45001: 2018 CERTIFICATION

The OHSAS 18001:2007 international benchmark, applicable for Occupational Health and Safety (OH&S) practises has been replaced by ISO 45001:2018 in March 2018. Within a year-and-half of the standard coming into force, due to the efforts of the entire JPL team and all business partners, JPL was able to achieve the certification in the second quarter of 2019. JPL is among the first few plants within the CLP Group that has received this certification.

CASE STUDY

Building a responsible, safety first culture at JPL through BBSO

JPL has adopted a Behaviour Based Safety Observation (BBSO) process that seeks to reduce exposure to injuries with the vision of ‘everyone actively helping each other control exposure.’

The key objectives of BBSO are highlighted in Figure 3.2.

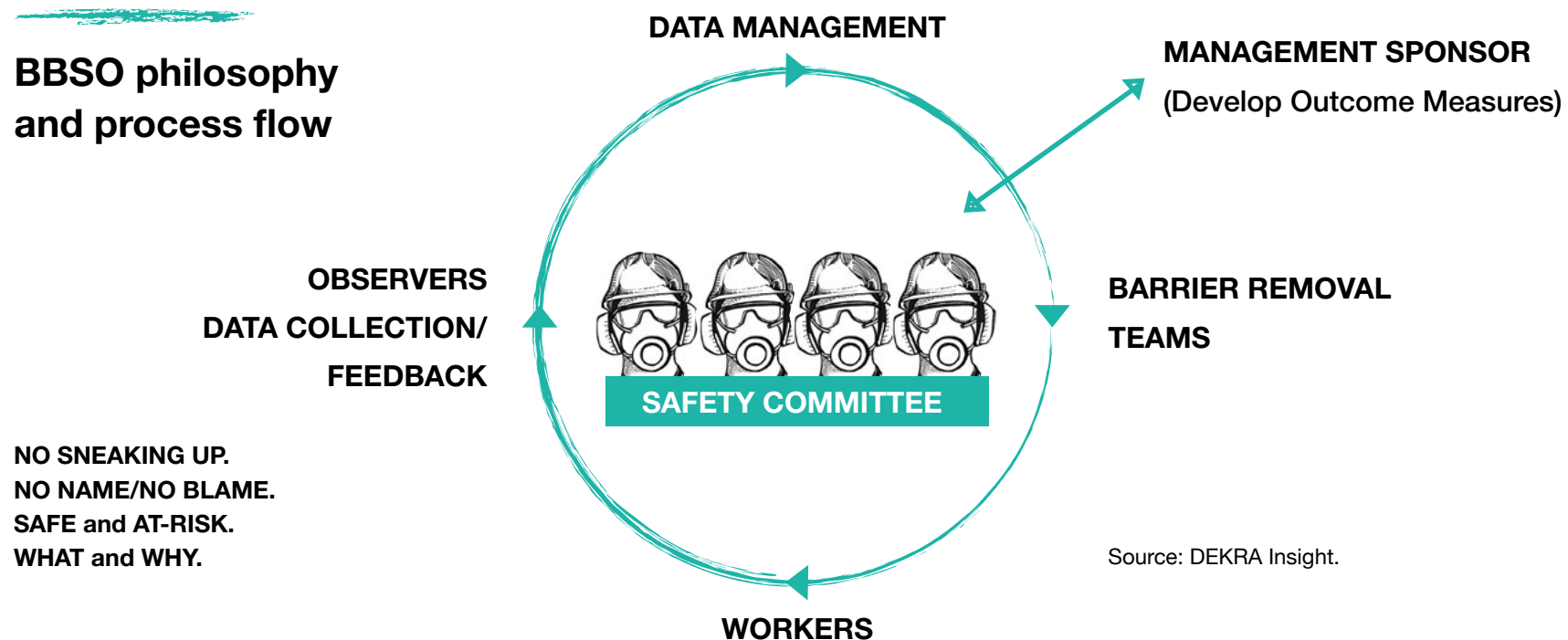
FIGURE 3.2
BBSO objectives



Figure 3.3 explains the BBSO philosophy and process flow which emphasises a proactive and collaborative approach towards managing safety risks.

FIGURE 3.3

BBSO philosophy and process flow



DEKRA, a global workspace security solutions consultant, was engaged by CLPI to strengthen BBSO at JPL. BBSO has not only helped instil a sense of responsibility amongst employees and contractors but has also improved involvement and engagement of people at the ground level, as depicted in Figure 3.4.

FIGURE 3.4

Overall benefits of BBSO programme

Key benefits delivered by BBSO, apart from building a 'No Name – No Blame – No Sneak Up' HSSE culture, include:

- Increase in safe behaviours
- Reduction in at-risk behaviours
- Prevention of injury/imminent danger
- Reduction in exposure to injury and development of safe processes
- Promotion and creation of safety leaders through training and coaching

CASE STUDY

Creating safer renewable sites in collaboration with partners

CLPI has devised a SPP with the intention of creating platforms and avenues for partnerships, between the renewable teams and OEM partners, to flourish and grow with all stakeholders taking ownership and responsibility for maintaining safety standards. The SPP concept is outlined in Figure 3.5 and its objectives are explained in Figure 3.6.

This keeps the team aligned to a common goal and makes the process of achieving the objectives a collaborative effort, creating a deeper bond between stakeholders. Together, this unified team creates a blame-free, cohesive culture, happily co-owned by everyone at renewable sites.

FIGURE 3.5

The SPP concept:



FIGURE 3.6

SPP objectives



The objectives of Project SPP include:

Fostering partnerships between OEMs and CLPI teams to continually improve HSSE standards and achieve Zero Incidents every day

Be recognised as the team with the best HSSE culture within CLP and OEM partners' combined portfolio

An OEM partner at the Harapanahalli wind site being recognised under the SPP programme.

Along with implementation of identified safety measures, efforts are made to constantly recognise and celebrate the spirit of those executing these measures and bringing in innovations that promote safety.

Such contributors are duly recognised publicly which helps in creating champions and role models for best safety practices. Awards like Best Asset Manager (CLPI), Best Partner Manager (Developers/OEM), and Best Technician & Best Workman are handed out during events hosted on key days such as National Safety Day and World Environment Day.

The recipients of these awards are jointly identified by CLPI and OEM partners. Apart from this, spot awards have also been

introduced for instant recognition of best safety behaviours and delivery in execution of high-risk activities.

Thus, CLPI's focus is to become a leading performer of HSSE practices (with an emphasis on safety), not just in India but at par with world class standards and practices.

The journey of SPP from conceptualisation to implementation has been a great learning and very satisfying for the renewables team. SPP will continue to evolve constantly to deliver world-class performance sustainably to help achieve all-round operational excellence.



EMPLOYEE SPEAK



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' and I can proudly say that I have seen, believed and felt it.

I deeply appreciate CLPI's vision to reduce emissions, generate cleaner power, and reduce its carbon footprint.

I greatly admire CLPI's HSSE policy and focused approach to implement it at site with safety being given paramount importance, always. This gives us the comfort that we are working in a safe environment and the peace of mind that we are in safe hands.

Sandhya Maurya, Jhajjar

HEALTH

Health and wellness of employees is as crucial as productivity. At CLPI, we believe that healthy and engaged employees and contractors contribute to better HSSE performance. CLPI has formulated several clearly articulated policies on various subjects including wellness, volunteering and alcohol and drug use which drive our health and wellness efforts. Apart from this, we take utmost care to ensure that our operations do not cause adverse environmental impact.

SECURITY

Security is another key HSSE agenda that we take very seriously at CLPI. Figure 3.7 lists the physical safety measures that we have adopted at sites.

FIGURE 3.7

Physical security measures deployed at CLPI sites



We have a well-defined Security Vulnerability Assessment (SVA) process for identifying and quantifying vulnerabilities of a given site and suggesting mitigation options.

Appropriate security awareness training programmes are carried out periodically to enhance security staff's knowledge, boost their understanding of security issues, associated human rights and encourage behaviour that minimises security risks.

With a focus on enabling responsible behaviour and individual ownership, rather than enforcing predetermined set of regulations, we are striving to build a collaborative safety first culture in the CLPI family.

NATURAL CAPITAL

THE POWER OF COEXISTENCE

Of the powerful lessons that we learn from nature, the most crucial one has to be that of interdependence. Harmonious cohabitation with the thriving ecosystem that makes up our world never was and never will be a choice. It is an imperative. One that we at CLPI are humbly trying to achieve through consolidated efforts.



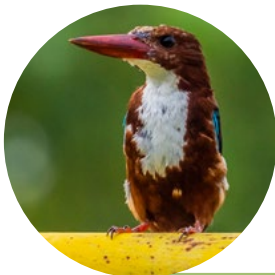
Conservation and protection of the environment along with adoption of sustainable practises are integral to CLPI's corporate philosophy. Our approach as a company to environmental challenges is risk-oriented and forward-looking that takes both social as well as organisational concerns into consideration. For instance, although Environmental Impact Assessment (EIA) and Environmental and Social Impact Assessment (ESIA) are not mandatory requirements for renewable power projects in India yet, CLPI has undertaken ESIA studies for all its renewable greenfield projects since 2007. These assessments help in

recognising environmental risks associated with each project and further mitigating them in a strategic manner. The objective is to identify impact on communities, individuals, and/or the environment across aspects such as high biodiversity value, displacement or resettlement with long-term consequences on peoples' livelihood, social development etc.

Figure 4.1 provides a broad overview of CLPI's environmental risk management strategy, especially when undertaking a project.

FIGURE 4.1

CLPI's holistic environmental risk management strategy



- CLPI conducts EIA and/or ESIA studies for all greenfield projects undertaken and carries out comprehensive Environmental and Social Due Diligence (ESDD) for all mergers and acquisitions
- Implementation of EIA/ESIA/ESDD recommendations is carried out during the project's construction and operation phases that include relevant legal and other requirements such as CLP Group Guidelines
- ISO 14001 Environmental Management System (EMS) certification is ensured for all CLPI operating assets within two years of project commissioning or acquisition
- Optimal utilisation of natural resources is prioritised during the operational phase and execution of annual Environmental Management Programme (EMP) objectives and targets towards continual improvement are focused upon
- Active, constructive and collaborative engagements are undertaken with all key external and internal interested parties to assess present and future environmental risks and taking mitigating actions proactively
- For retirement of assets, CLPI's robust governance mechanism ensures a safe, environmentally stable, and compliant strategic end-of-life decommissioning

As on March 31, 2020, 14 assets of CLPI which include all the 12 wind assets, JPL and Veltor solar power plant, have been certified by ISO 14001: 2015 - Environment Management System.



CLIMATE ACTION

Climate change has become a global calamity that requires commitment and action on all fronts across government, industry and society. The Paris Agreement, signed in 2015, under the United Nations Framework Convention on Climate Change (UNFCCC), has accelerated climatic actions like never before. India's commitment to climatic action outlined in its Nationally Determined Contributions (NDC) – Towards Climate Justice is ambitious and enumerates development in the clean energy market as one of its main goals.

CLPI, being a key player in the Indian power sector, has been focusing on renewable energy much before the Paris Agreement and NDC commitments. In line with our parent company CLP Group's Climate Vision 2050, CLPI entered into the renewable energy segment in 2007 and has been continuing on its decarbonisation journey with enhanced clean energy targets over the years.

The Climate Vision 2050 target is to achieve carbon intensity of 0.15 kgCO₂/kWh by 2050 compared to the 2007 baseline of 0.80 kgCO₂/kWh, with new interim carbon intensity reduction targets of 0.50 kgCO₂/kWh by 2030 and 0.34 kgCO₂/kWh by 2040. A recent review of this target was carried out in 2019.

For more details on the CLP Group's Climate Vision 2050, please visit: <https://www.clpgroup.com/en/sustainability/strategic-priorities/decarbonisation.html>

Both our investors, the CLP Group and CDPQ, are committed towards future investments in low carbon sectors such as renewable energy and customer-oriented opportunities including but not limited to transmission and distribution. Consequent to this strategy, CLPI bagged its first transmission project in 2019 which will expand our business while not adding more Green House Gases (GHGs), that are among the primary contributors to climate change.

CLPI'S CLIMATE ACTION INITIATIVES



**CROP RESIDUE
MANAGEMENT**



**CARBON
CREDITS**



**GHG
INTENSITY**



CROP RESIDUE MANAGEMENT

India, with its vast geographic diversity, has a significant number of climate regimes and diverse regional and local weather conditions. CLPI, through concerted efforts, seeks to address key issues such as burning of farm stubble, one of the major contributors to Delhi's deteriorating air quality in the past few years. Burning of crop residue contributes to numerous environmental problems. The main adverse effects of crop residue burning include emission of GHGs that contribute to global warming, increased levels of particulate matter (PM) and smog that causes health hazards, loss of biodiversity of agricultural lands, and deterioration of soil fertility. In addition to emission control projects in JPL, CLPI has partnered with CII Foundation on a community programme to encourage local farmers to adopt sustainable methods of crop residue management in Haryana. This is a two-year project and in FY 2019-20, an estimated 9,000 acres of farmland was covered in six villages in the districts of Rohtak and Fatehabad in Haryana. More than 7,000 acres remained totally free from stubble burning during the reporting period. Looking at the initial positive findings and progress, the agreement with CII Foundation has been extended for FY 2020-21 to expand the project to another estimated 6,900 acres of land in four more villages. However, due to the COVID-19 lockdown, progress has been slow. The project comprised deployment of 27 indigenous technological tools on field, mass awareness campaigns, and participatory monitoring.

As crop burning is one of the major causes of Delhi's deteriorating air quality, this intervention will help improve air quality in the region, contribute towards GHG reduction, and promote similar initiatives.



Farmer in a village in Haryana using Happy Seeder, adopting sustainable agriculture practices, instead of burning the stubble.

CARBON CREDITS

Renewable energy projects installed and operated by CLPI issue carbon credits after necessary third party verification, in line with the modalities and procedures stipulated by UNFCCC (<http://unfccc.int/2860.php>) or VERRA, formerly the Voluntary Carbon Standard (<https://verra.org/>). With an active and continuously growing carbon portfolio, CLPI has registered all its renewable energy projects in various carbon offset schemes.

In August 2019, CLPI successfully registered three projects - 100 MW at Veltoor, Telangana, 50 MW and 20 MW at Dhule, Maharashtra - in the VERRA registry. **These projects will generate 289,503 carbon credits per year and their registration in the VERRA registry is valid for the next 30 years (subject to renewal every 10 years).** The addition of these projects to CLPI's Carbon Portfolio have helped the Company reach the two million carbon credits per year generation landmark.

CARBON CREDIT ISSUANCE

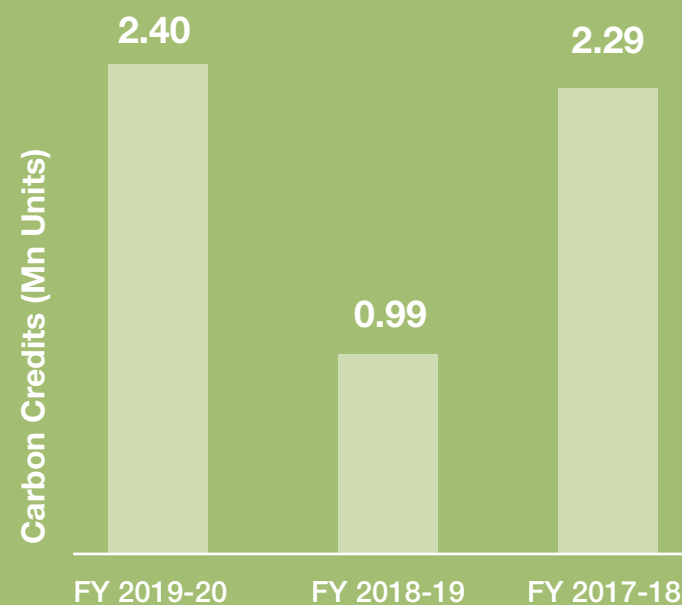
Environmental and Social Governance (ESG) driven business strategies have helped CLPI to capture more market opportunities pertaining to commercialisation of carbon credits.

In FY 2019-20, CLPI (along with all its subsidiaries) issued 2.40 million carbon credits and sold most of them to different Indian and international customers. Issuance of carbon credits by CLPI over the last three years is represented in Figure 4.2.



FIGURE 4.2

CLPI's carbon credit issuance over last three years



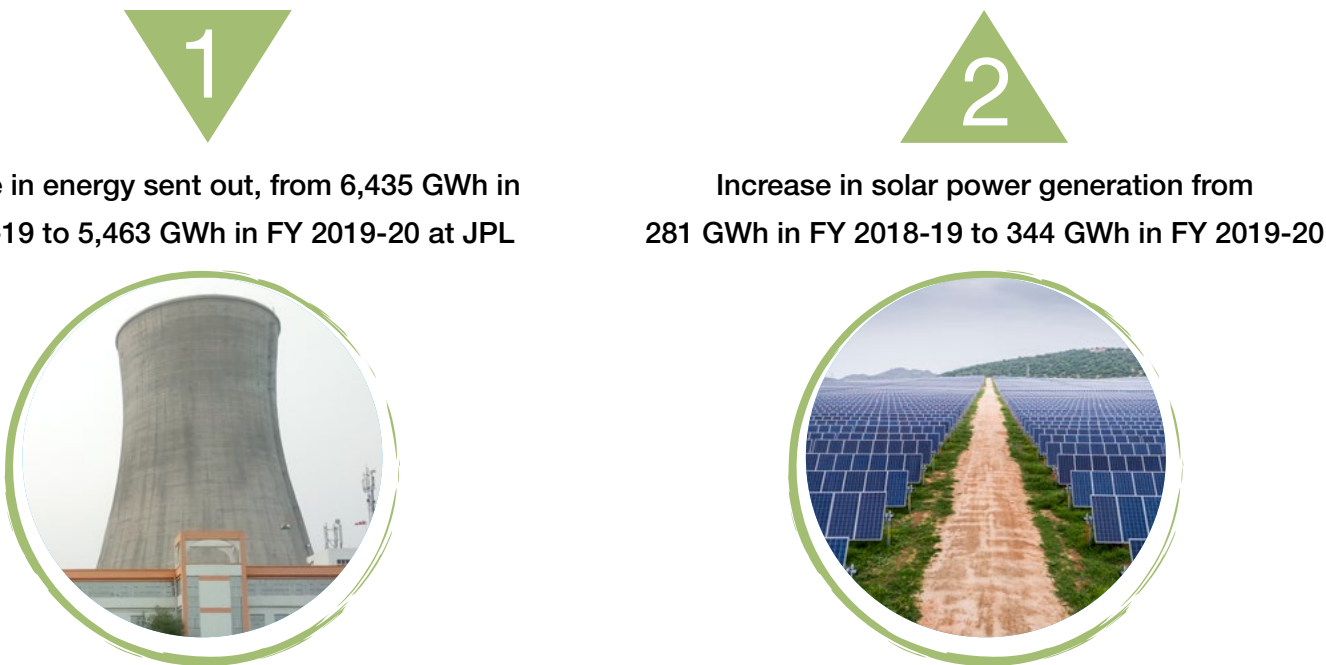
Further, the Government of India has set an ambitious target of installing 175 GigaWatt (GW) of renewable energy capacity by the year 2022, which includes 100 GW from solar, 60 GW from wind, 10 GW from biopower and 5 GW from small hydropower. Furthermore, India has also embarked on an international solar mission – International Solar Alliance – to harness abundantly available solar energy to meet the country’s growing energy demand in an eco-friendly manner. CLPI is a corporate partner in the International Solar Alliance and actively engaged in fostering the country’s solar mission. Although the modalities and procedures for implementation of the Paris Agreement are still awaited from the Government of India, CLPI is constantly tracking new market developments and their implications on the company and aligning growth strategy for its low carbon portfolio expansion in India.

GHG INTENSITY

GHG emission monitoring and analysis is critical to meeting our commitment of running a low carbon business. GHG emission intensity is calculated on the basis of GHG emissions per kWh of energy produced throughout the generation portfolio. **There was a minor decrease in CLPI’s GHG intensity from 0.68 kg CO₂e/kWh in FY 2018-19 to 0.67 kg CO₂e/kWh in FY 2019-20.** Critical factors that contributed to limiting GHG intensity are presented in Figure 4.3.

FIGURE 4.3

Critical factors contributed towards limiting CLPI’s GHG intensity in FY 2019-20



GHG emissions are calculated in accordance with WRI/WBCSD GHG protocols and Intergovernmental Panel on Climate Change (IPCC) guidelines. We have used emission factors published by the Central Electricity Authority (CEA) of India for calculating emissions due to purchase of electricity (Scope 2). We have not measured Scope 3 GHG emissions associated with our business as the primary activity of the company is electricity generation and a major part of the carbon footprint is from this activity. JPL is the only TPP in the CLPI portfolio and the company’s GHG emissions are primarily from this asset. CLPI’s GHG emissions over the last three years, calculated on the basis of standard protocols, have been indicated in Figure 4.4.

FIGURE 4.4

CLPI’s GHG emissions for the past three years

Parameters	Unit	FY 2019-20	FY 2018-19	FY 2017-18
GHG Scope 1	ktCO ₂ e	5,029	5,951	6,346
GHG Scope 2	ktCO ₂ e	7	12	16
GHG Intensity	kgCO ₂ e/KWh	0.67	0.68	0.70



AIR EMISSIONS

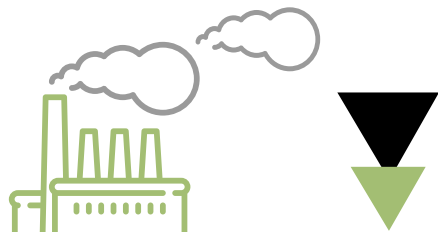
Air emissions from our coal-based power plant are monitored through advanced Continuous Emissions Monitoring Systems (CEMS). Major air emissions are Particulate Matter (PM), Sulphur Dioxide (SO₂) and Oxides of Nitrogen (NO_x). JPL is equipped with advanced air pollution control technologies like hybrid technology (electrostatic precipitator and fabric filter) for PM emission control, low NO_x burners and Secondary Over Fire Air (SOFA) for NO_x reduction and Flue Gas Desulfurisation (FGD) for SO₂ control. JPL has been recognised as the most compliant and cleaner power plant in Delhi–NCR, being the only TPP* of the 11 TPPs in the region to have installed FGD. Measures undertaken to reduce air emissions at JPL during FY 2019-20 have been detailed in Figure 4.5 while Figure 4.6 details air emission levels over the last three years.

*Source:

- 1. The Hindu, October 18, 2019: <https://www.thehindu.com/news/cities/Delhi/only-1-of-11-coal-plants-set-to-meet-emission-deadline/article29729908.ece>
- 2. CNBC TV18, June 19, 2020: <https://www.cnbtv18.com/energy/pollution-woes-why-many-power-plants-in-india-miss-emission-norms-deadline-4991581.htm>

FIGURE 4.5

Key measures undertaken by CLPI for reducing air emissions



Specific SO₂ emission intensity has significantly reduced by over 65% in FY 2019-20 in comparison to FY 2018-19. Continuous operation of FGD units contributed to this reduction in SO₂ emission.

- Combustion optimisation carried out in 2018 helped in reducing specific NO_x emission intensity by ~30% and ~19% during FY 2018-19 and FY 2019-20 respectively compared to FY 2017-18 emission levels
- JPL’s specific PM emission intensity has decreased by ~36% in FY 2019-20 compared to FY 2017-18. However, PM emission intensity remained almost constant during FY 2018-19 and FY 2019-20. FGD, in addition to previous control measures such as ESP and bag filters, also contributed to a great extent towards PM emission reduction.

These measures will help improve air quality of the region and contribute towards better health and well-being of people around.

FIGURE 4.6

CLPI’s air emission levels over last three years

Parameters	Unit	FY 2019-20	FY 2018-19	FY 2017-18
Particulate Matter (PM)	Tonnes	808	905	1,588
Specific PM emission	Tonnes/MWh	0.15	0.14	0.23
Sulphur Dioxide (SO ₂)	Tonnes	3,386	11,845	32,223
Specific SO ₂ emission	Tonnes/MWh	0.62	1.84	4.68
Oxides of Nitrogen (NO _x)	Tonnes	5,325	5,354	8,330
Specific NO _x emission	Tonnes/MWh	0.97*	0.83	1.21

*The minor increase in specific NO_x emission in FY 2019-20 compared to FY 2018-19 is due to comparatively low PLF, more part load operations and increase in start-up and shut down of the plant during the FY, which is based on dispatch instructions from State Load Dispatch Center (SLDC) and beyond our control.





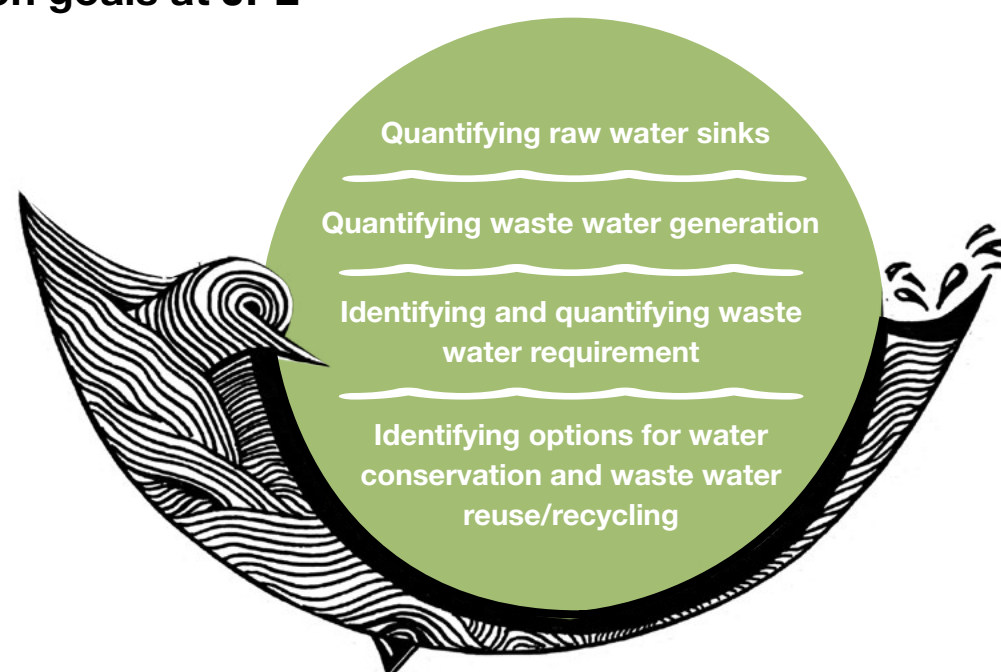
WATER EFFICIENCY

Water is one of the most important requirements of TPPs for steam generation, cooling processes, plant auxiliaries and other domestic uses. Since February 2019, additional FGD services have further increased water requirements at JPL. JPL's water requirement is catered to from the nearby Jawaharlal Nehru (JLN) canal under an agreement with the Government of Haryana. During FY 2019-20, JPL's water withdrawal from the canal was 15.01 million m³ of which 13.30 million m³ was consumed for various operational and domestic uses in the plant and township. Of the remaining 1.71 million m³, majority was stored in the onsite reservoir while the rest was lost to evaporation and other minor unaccountable losses.

In recent years, JPL has raised cooling water Cycles of Concentration (COC) to approximately 6.0 against the design COC of 5.0 with the addition of polymer and the introduction of an acceptable chemical regime in the cooling tower. Depending on PLF, approximately 3,000-4,000 m³/day cooling tower blow down water is recycled in the FGD process. JPL is a Zero Liquid Discharge plant and all the waste water is treated and reused within the plant premises for dust suppression at various locations, horticulture, cleaning and other suitable purposes. During FY 2019-20, a total of 178,312 m³ wastewater was reused in the plant. JPL's water optimisation goals have been mentioned in Figure 4.7.

FIGURE 4.7

Water optimisation goals at JPL



More than 98% of CLPI’s water consumption occurs at JPL. Water consumption of JPL over the last three years is presented in Figure 4.8.

FIGURE 4.8

Water consumption at JPL over the last three years

Year	Water consumption (million m³)	Water intensity (m³/MWh)
FY 2019-20	13.30	2.44
FY 2018-19	15.04	2.34
FY 2017-18	13.77	2.00

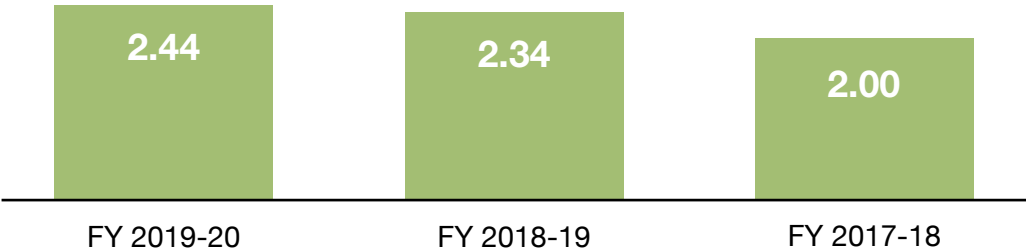


Figure 4.9 showcases JPL’s water intensity over the last three years.

FIGURE 4.9

Water intensity at JPL over the last three years

**WATER INTENSITY
AT JPL (M³/MWh)**



Water consumption at our wind sites and transmission asset is nominal and used only for domestic purposes. Solar assets primarily use water for panel cleaning purposes. 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.

In FY 2019-20, our solar operations, i.e. Veltoor, Gale and Tornado (Dhule), consumed 15,253 m³ which is less than 1% of CLPI’s total water consumption. However, due to scarcity of water at our solar sites, we have initiated actions to monitor and improve water efficiency. In this direction, in November 2019, CLPI initiated a pilot project for Photovoltaic (PV) Module cleaning by operationalising a dry-cleaning technology at the Veltoor site. This is in addition to the installation of rainwater harvesting structures within the plant boundary and surrounding communities for water conservation. The analysis of this pilot project will assist us in optimising water use while maximising yields.



WASTE AND BY-PRODUCT MANAGEMENT

A linear production and consumption model (cradle-to-grave) does not augur well for both the environment as well as the economy. A circular economy approach that attempts to minimise waste is more prudent. Waste management is a matter of global concern and CLPI has set up adequate waste management regimes across all operational locations for meeting regulations and balancing EMS to achieve sustainability objectives.

To manage waste, it is important to identify exactly what type of waste is generated, its collection, storage and where it exits i.e. transportation and finally, responsible disposal. CLPI has identified types of waste generated from all its assets and established a system of collection, handling, storage, transportation and disposal by developing control procedures that adhere to applicable regulations. Segregation of waste is given priority that is ensured through regular trainings and Tool Box Talks (TBTs) with contractual staff and employees.

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

CLPI aims to develop an environmentally sound waste management system by ensuring timely recycling and disposal of generated waste. Details of waste disposed or recycled across CLPI sites have been mentioned in Figure 4.10. In FY 2019-20,



non-hazardous solid waste, such as metal, wood, rubber, paper and plastic, was sold to registered vendors who recycle most of these waste materials. Hazardous solid wastes such as oil contaminated waste (oil-soaked cotton waste or filters), thermal insulation waste, paint sludge and chemical contaminated waste were handed over to an authorised treatment, storage and disposal facility (TSDF) where they were disposed through incineration and/or stabilisation/landfilling. On the other hand, recyclable hazardous wastes such as used oil, contaminated empty containers, e-waste and used batteries were sent to authorised recyclers as per relevant rules. Biomedical waste was disposed to authorised combined biomedical waste treatment facilities as per regulations.

A few examples of waste reduction at JPL in adherence to the 3R (Reduce, Reuse and Recycle) philosophy include reuse of 25 tonnes of metallic scrap, actuator card repairs to reduce e-waste and 55% recycling and reuse of conveyor belt scraps.

FIGURE 4.10

Hazardous and non-hazardous waste disposed/recycled at CLPI's operational locations

Waste particulars (Disposed/Recycled)	Unit	JPL			Renewable assets	CLPI operations
		FY 2019-20	FY 2018-19	FY 2017-18	FY 2019-20	FY 2019-20
Hazardous solid waste	T	49.47	55.44	78.51	74.66	124.13
Hazardous liquid waste	Kl	52.29	24.00	36.62	17.98	70.27
Non-hazardous solid waste	T	274.25	661.92	433.40	0.48	274.73

Note 1: Renewable assets include all wind and solar assets. Reporting of waste details at our renewable operations commenced from FY 2019-20.

Note 2: The transmission asset was acquired in November 2019 and there has been no waste generation since then till the close of the reporting period.

Note 3: CLPI operations include all operational sites excluding Paguthan, which is not in operation since the expiry of PPA in December 2018.



MANAGEMENT OF FLY ASH AND GYPSUM AT JPL

JPL has tied up with several cement manufacturers, traders, and ready-mix concrete plants for utilisation of dry fly ash generated at the plant. The currently contracted quantities are sufficient to support 100% dry fly ash utilisation at current PLF levels of ~65%. To ensure utilisation of “pond ash”, i.e. bottom ash and/or any unutilised dry/wet fly ash, JPL has engaged agencies that supply pond ash to brick manufacturers and other bottom ash utilising businesses such as road construction companies. JPL’s dedicated team is regularly in touch with state authorities like Public Works Department (PWD) and National Highways Authority of India (NHA) to explore avenues for utilisation of pond ash. In FY 2019-20, the total ash produced was 1.44 million metric tonnes. CLPI was, in fact, able to utilise 1.99 million metric tonnes, including accumulated ash from previous years. The challenge in times to come will be to find newer avenues for utilisation of pond ash which has limited use coupled with the fact that there is a lack of an evolving definitive market segment in the vicinity of the plant to consume the same.

JPL has tied up with multiple cement companies to ensure regular offtake of gypsum. It has been able to utilise close to 100% of the gypsum produced till date. Gypsum produced during FY 2019-20 was 91,191 tonnes, while 90,655 tonnes of the same was utilised within the year. In case of gypsum, full utilisation also depends on the quality produced. In case of deterioration in quality, it makes it unsuitable for industrial use; CLPI has taken and will continue to take all measures necessary to responsibly dispose the same at its own cost.

In conclusion, all efforts are being made for optimal utilisation and disposal of waste and by products generated from the plant.

PROMOTING ENVIRONMENTAL AWARENESS

Environment conservation requires the wholehearted involvement and participation of citizenry. In a bid to engage individuals productively on issues of sustainability, CLPI organises various events across all locations to promote awareness and prompt action. CLPI celebrates events like World Environment Day, Wetland Day, and Earth Day among others with stakeholders such as contract staff, employees, township residents, nearby schools etc. Programmes such as slogan contests, poster making, skits and drawing competitions, aligned with contemporary environment themes are conducted periodically. Details of environment awareness activities conducted across CLPI locations in FY 2019-20 have been mentioned in Figure 4.11.



Awareness drive on “Say No To Plastic”.

FIGURE 4.11

Environment awareness activities conducted at CLPI locations in FY 2019-20

Location	Type of activity	Description	Participation from
JPL	Collection drive on World Environment Day	E-waste collection drive at the JPL township	Women and kids from the township
JPL and Renewable sites	Awareness drives	Creation of awareness around key environmental challenges. Eg. Awareness drive on “Say No To Plastic”	Employees, families (at JPL) and contract partners
JPL and Renewable sites	Plantation drives	Multiple tree plantation drives through the year	School students, families from the township (JPL), employees and contract partners

WALKING THE TALK

The CLPI corporate office has been consciously making attempts to be the change that it is advocating at sites. Through a series of small but significant measures, we have been implementing awareness about living and maintaining a sustainable lifestyle. We have begun with creating a sustainable culture at the workplace by promoting segregation of office waste, reduction in food wastage, non-usage of single use plastic bottles in office cabins and meeting rooms, reuse of leftover drinking water for cleaning purposes and for watering indoor plants, double-sided printing, reducing energy consumption by maintaining A/C temperatures between 24 °C to 26 °C. Another key initiative has been the installation of water-saving aerators in taps throughout the office floor during this reporting period. Due to these aerators, we are now able to restrict water flow from ~11 lpm (litres per minute) to ~3 lpm, resulting in direct ~75% reduction. Water now flows at ¼th times the speed and helps us cut down our water consumption immensely. By implementing such measures, we aim to walk the talk and instill the drive for environment conservation and sustainability among our people.





ENVIRONMENTAL OBJECTIVES AND TARGETS

CLPI has implemented Environmental Management Systems (EMS) in 14 operational sites through ISO 14001:2015. EMS necessitates implementation of an Environment Management Programme (EMP). Under the EMP, the organisation needs to create environmental objectives at relevant company functions and levels that take into account its significant environmental aspects and compliance obligations along with considering risks and opportunities. SMART (Specific, Measurable, Achievable, Realistic and Time bound) EMP objectives are taken up by individual functions at the beginning of a financial year in areas of adoption of cleaner technology, resource conservation (energy, water and fuel), waste management, environmental training and awareness that they strive to achieve within the year. At JPL, 20 EMPs have been formulated and achieved during FY 2019-20. These EMPs resulted in annual energy savings of ~289,964 kWh along with total CO₂ emission reduction of ~ 240 tonnes. JPL's notable EMP objectives have been mentioned in Figure 4.12.

FIGURE 4.12

Notable EMP objectives set and achieved at JPL in FY 2019-20

Installation of mobile tower solar light in April 2019:

This solar-powered LED light, installed instead of a conventional high mast, can be used for illumination at several places since it is mobile and also results in significant environmental benefits such as reduction in carbon emissions and enhanced energy efficiency.

Annual energy savings:

~6,912 kWh

Annual CO₂ emission reduction:

~5,737 kgs

Variable Frequency Drive (VFD) installations:

One VFD was installed at service water pump to reduce its energy consumption and contribute to reduction of total auxiliary consumption at the station.

Annual energy savings:

~210,240 kWh

Annual CO₂ emission reduction:

~174,499 kgs

(If the pump is operational 24*7 for the entire year)

VFD is a type of motor controller that drives an electric motor by varying the frequency and voltage supplied to the electric motor. A VFD controlling a pump motor that usually runs on less than full speed can substantially reduce energy consumption over a motor running at constant speed for the same period.

Other EMPs include reuse of metallic scrap at site, recycling of conveyor belt scraps, actuator card repair and reuse to reduce e-waste generation, awareness on crop burning in nearby villages, mass e-waste awareness drives etc.

Renewable assets successfully implemented 10 EMP objectives during FY 2019-20 through awareness campaigns, tree plantation drives, water conservation initiatives and waste minimisation efforts. Over the past three years, all illumination apparatuses at renewable assets have been replaced with LED lighting.

Implementation of EMP objectives at different levels within the organisation has brought greater benefits in environmental performance and operational excellence through continual improvement.

COMPLIANCE WITH REGULATIONS

During FY 2019-20, there were no environmental regulatory non-compliances that would have resulted in levy of fines or prosecution by relevant authorities. As reported in our sustainability report for FY 2018-19, on November 20, 2018, the National Green Tribunal (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. In the past two financial years, CLPI has been able to ensure 100% utilisation including that of old stocks. As a result, CLPI is not among the TPPs on which the Central Pollution Control Board levied Environmental Compensation for non-utilisation of 100% fly ash.

It is important to mention here that as outlined earlier, bottom ash utilisation continues to remain a challenge and we will continue to explore viable options to overcome it.





BIODIVERSITY CONSERVATION

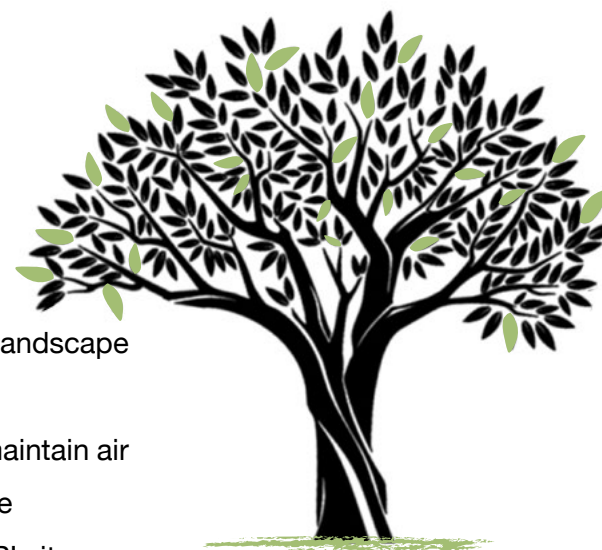
CLPI recognises the importance of preserving biodiversity and is committed to promoting, boosting and reinstatement of the existing ecosystem around its operational locations. Our biodiversity conservation objectives have been outlined in Figure 4.13.

FIGURE 4.13

CLPI's biodiversity conservation principles

CLPI's biodiversity conservation efforts are governed by three cohesive slants:

- Augmenting green quotient in and around assets through continuous tree plantations, landscape and vegetation development
- Incorporating advanced pollution control technologies and environmental practices to maintain air and water quality in surroundings that are favourable for the existing ecosystem to thrive
- Taking positive efforts towards conservation of flora and fauna in areas surrounding CLPI sites



As part of EIA and ESIA exercises, conducted by reputed agencies on behalf of CLPI, places of ecological value and flora and fauna of the core and buffer regions are mapped during the course of carrying out these exercises while establishing new projects. There is no reserve or protected forest within CLPI's operational locations. For conservation of faunal existence, conservation status as per IWPA-1972 (Schedule I to VI) and IUCN are identified. Various initiatives have been undertaken at operational assets to keep the ecosystem intact. For example, wind farms have installed deflectors in wind turbines to deflect birds and prevent collision with turbine blades.

CLPI undertakes habitat offsetting and green belt development initiatives around operational sites and office locations to enrich local biodiversity. Native species are planted for better survival

with development of green belts of adequate width and density. Wind farms have restriction on their area boundary, so, plantation activities are limited to office areas. JPL, being a coal-based TPP generates more emissions and thus biodiversity conservation activities are carried out extensively at the site. During FY 2019-20, more than 13,500 trees were planted in and around JPL and over 2,000 trees were nurtured at renewable sites.

Apart from this, in FY 2019-20, CLPI has adopted 50,000 trees, located in the cluster of 300 hamlets at the periphery of the Sariska Tiger Reserve in Alwar district in Rajasthan, under a mass tree plantation project and will be maintaining them for a year. This project will have a multiplier impact in nearby communities by enabling sustainable income through local employment generation, water recharge and biodiversity conservation.

BIODIVERSITY AT CLPI'S OPERATIONAL LOCATIONS



CASE STUDY

CLPI's vision of Vasudhaiva Kutumbakam

The Jhajjar Power Limited (JPL) site is, in many ways, CLPI's evolving vision of one happy family where nature and humans coexist in perfect harmony. At JPL, the sound of the buzzing turbines is accompanied by the mellifluous humming of various types of colourful birds that inhabit the dense plantation around the site. The expansive green cover and reservoir inside JPL's premises act as a natural habitat for various types of birds and animals. JPL is home to more than 50 species of birds including migratory ones such as Eurasian Sparrow Hawk, Indian Roller, Brahminy starling, Indian Golden Oriole, Common Hawk cuckoo, Oriental White Eye and Crested Lark, among others. JPL is the epitome of rich biodiversity that thrives alongside industrial progress. We have put in various measures to protect floral and faunal species around the site. For example, JPL has constructed some open water storage structures at various locations within the site that serve as watering holes for birds and animals. At present, ~164 hectares of land have been brought under green cover, covering ~37% of the plant area which is higher than the legal compliance requirement of 33%. In a short span of nearly eight years of plant commissioning, over 350,000 native saplings have been planted and maintained by a dedicated horticulture team that focuses on enriching the green cover around the site.



EMPLOYEE SPEAK



The area around JPL has been transformed from a barren land when we first began operations to becoming a home for several species of birds and animals today. We constantly try to enrich the biodiversity of the ecosystem by planting native species of plants and trees that attract more animals and birds. Apart from maintaining the biodiversity in and around the plant, we take significant steps to ensure that families living in the township also wholeheartedly participate in greening surrounding areas. We organise periodic sapling distribution drives and tree plantation activities for members of the JPL township. We have also invested in landscape development in the plant as well as the township by planting seasonal flowering plants along roads, maintaining gardens and mound landscaping that add to the aesthetic beauty of the location. JPL is indeed one big happy family with humans, various species of flora and fauna and machines living together in perfect harmony.

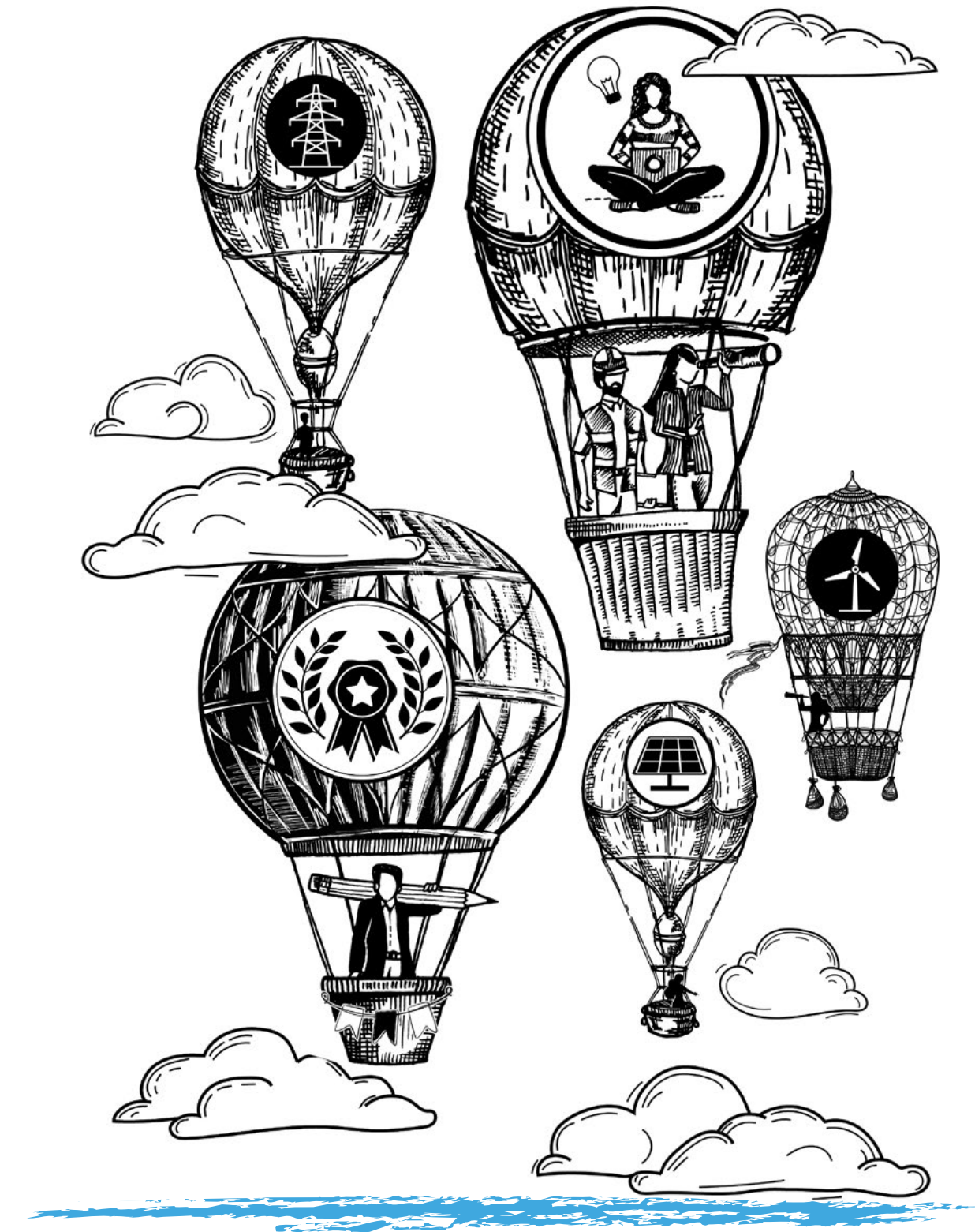
Dinesh Kumar, JPL

Consistent and collaborative efforts to recreate an ecosystem that celebrates life and nature as much as it hails human development and growth is at the heart of CLPI's environment conservation efforts. The sounds of those species of animals and birds, and the smell of the fruits of native trees are just as precious to us as the vision of powering the nation responsibly.

HUMAN CAPITAL

THE POWER OF PURPOSE

India is, perhaps, the perfect example of unity in diversity, one big happy family that celebrates its differences and weaves together a social fabric that is truly unique. We are proud to be creating a rich and diverse family here at CLPI where differences are embraced, initiatives are rewarded, and lofty missions are set and achieved as one team.



CLPI’s approach to engaging with employees looks at on-the-job and personal development, fun at the workplace, opportunities for cross functional as well as cross cultural interaction and also enabling employees to be involved in community activities. Our practices endeavour to build a sustainable organisation by equipping it with structures, processes and people towards meeting strategic goals from one generation to the next. We do this by building leadership and talent capability to meet present-day challenges and overcome future uncertainties by creating an organisation which is inclusive and performance oriented.

CLPI: THE TEAM

CLPI’s workforce is a mix of youth and experience as depicted in Figure 5.1 and 5.2

FIGURE 5.1
CLPI employee and contractual staff strength

	FY 2019-20			FY 2018-19			FY 2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior management	62	6	68	58	5	63	57	3	60
Professionals and middle managers	251	30	281	256	28	284	247	29	276
Administrative and support staff	100	18	118	99	19	118	116	20	136
Total	413	54	467	413	52	465	420	52	472
Contractual staff*	2,186	22	2,208	2,221	21	2,242	1,681	13	1,694

*Excludes data for shared wind sites (Samana, Sipla, Bhakrani, Mahidad, Jath, Tejuva, Chandgarh).

FIGURE 5.2
New hires, average age and attrition rates across CLPI

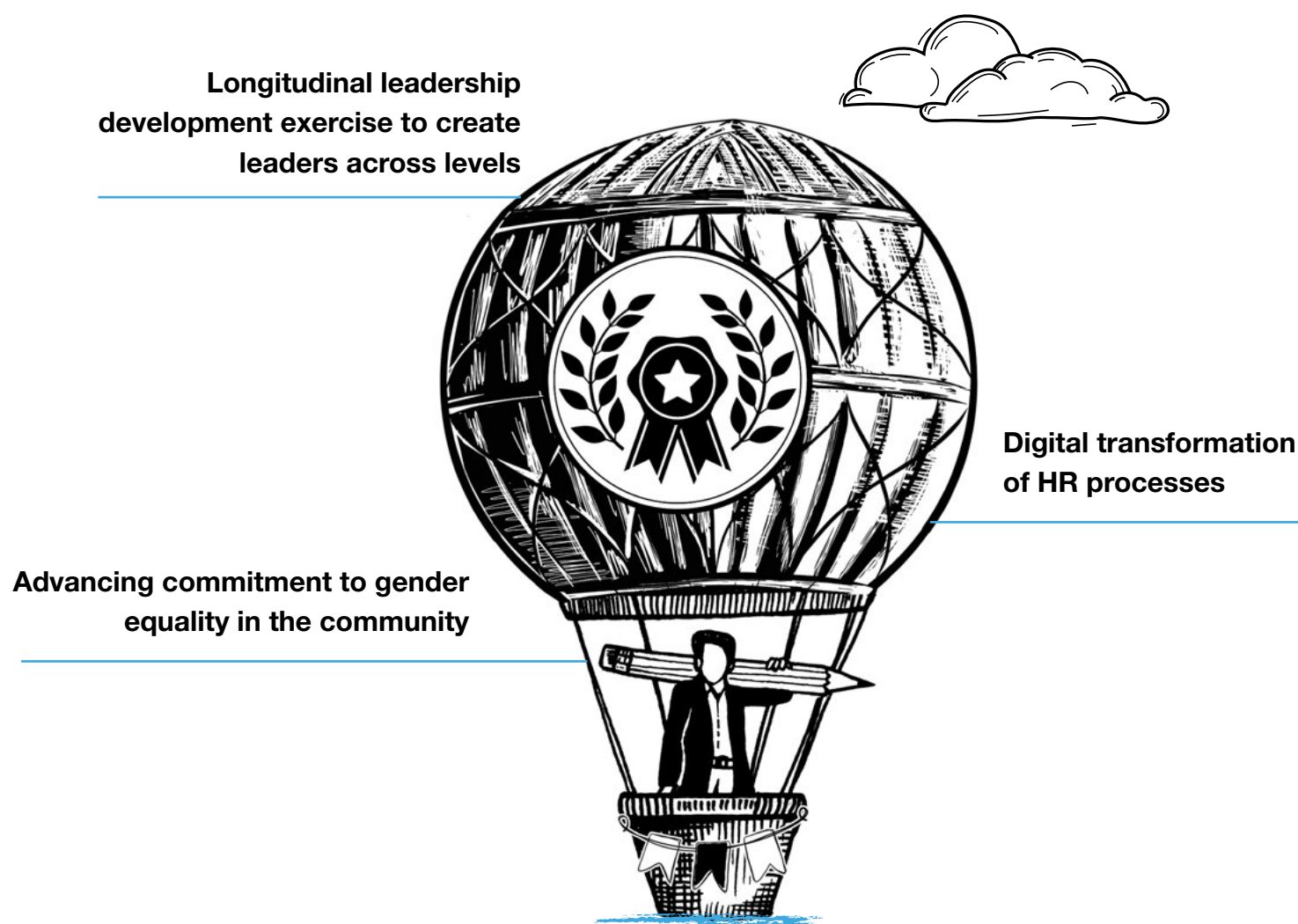
	FY 2019-20			FY 2018-19			FY 2017-18		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
New hires#	27	6	33	27	5	32	36	5	41
Average age of employees	38			37			36		
Voluntary attrition (12 month moving average) \$	6.6%			6.7%			3.0%		

#Excludes employees added from acquisition of transmission asset (STPL).
\$ Only voluntary separation of permanent employees have been considered in the calculation.

As an organisation, we are committed to build a diverse and sustainable organisation and are making concerted efforts in that direction. A few initiatives that we have undertaken to further this vision are represented in Figure 5.3.

FIGURE 5.3

Initiatives to build a sustainable and diverse CLPI



ORGANISATIONAL CAPABILITY BUILDING

CLPI has a robust succession planning framework, Management Development and Succession Planning (MDSP), to ensure that our talent pipeline is aligned with our growth targets. MDSP looks at the succession pipeline for critical positions as well as gender diversity metrics in leadership and technical positions.

The MDSP process also identifies employees with headroom to progress significantly beyond their current level of responsibility. Such identified employees are also qualitatively assessed on dimensions of potential, Intellectual Intelligence (IQ), Emotional Intelligence (EQ), drive, change, agility and performance.

High potential employees with significant runway are also nominated for a year-long deputation to the ultimate parent company, CLP Group, in Hong Kong. In FY 2019-20, one of our employees from the Renewables Operations team travelled to Hong Kong for such an opportunity.

Over the years, the organisation has grown from being a single asset company to one with a diverse power generation portfolio. In FY 2019-20, CLPI acquired its maiden transmission project. In early 2019, CLPI, as part of the growth strategy, decided to invest only in low carbon areas such as transmission and generation through renewable sources and also customer facing businesses. The talent imperatives for CLPI, for the implementation of our growth strategy, were met through a combination of internal redeployment, external hiring and acquisition.

We acquired Merger & Acquisition (M&A) skillsets with the creation of a M&A team. The Company Secretarial and Legal functions were strengthened. Appropriate staffing for the Transmission vertical was ensured with the addition of a Head of Transmission and a team for Operations & Maintenance.



REMUNERATION PHILOSOPHY

CLPI's remuneration strategy is an integral part of the Company's larger people philosophy. Our approach to remuneration is performance-led and based on internal and external equity, enabling us to attract and retain the best talent in the sector.

Remuneration for all employees is reviewed and revised every year. Annually, our compensation is benchmarked with the market through a third-party consultant. Annual pay increase recommendations are approved by the Human Resource & Remuneration Committee of CLP Holdings. From a governance standpoint, yearly increases and variable payout for the MD and his direct reports are reviewed and effected by CLP Holdings. For all other employees, annual increases and variable payouts are recommended by the relevant function/asset head, reviewed by the head of HR and approved by the MD. The organisation score determines the budget available for variable payouts. The organisation's performance score is assigned by taking into account its financial and operational performance as well as safety and governance record.

Overall, as an employer, our value proposition to our employees is competitive remuneration with best-in-class benefits and a career with a company that has a balanced portfolio where growth goes hand in hand with environmental commitment and financial discipline.



ADVANCING DIVERSITY AND INCLUSION IN THE WORKPLACE

The business case for Diversity and Inclusion (D&I) is common sense, if not yet common practice. We are committed to positively impact and engage with various stakeholders in the communities we operate in and key among them are our employees. Our employees make us who we are, and in the spirit of *Vasudhaiva Kutumbakam*, we aspire to make CLPI an organisation where each employee feels a sense of belonging.

CLPI is an equal opportunity employer and does not differentiate among employees basis gender so long as all other parameters remain equal. We are committed to and are working towards creating a gender balanced organisation, particularly in leadership and technical teams.

Women comprise about 12% of the total employee strength at CLPI as detailed in Figure 5.4, of which about 9% women work in managerial roles. Additionally, in FY 2019-20, ~18% of our new hires were women and ~13% of hires in managerial roles were women.



FIGURE 5.4

Gender diversity at CLPI

	FY 2019-20	FY 2018-19	FY 2017-18
Women in CLP India	12%	11%	11%
Women in managerial roles	9%	8%	5%
Women in engineering roles	8%	8%	7%

Over the years, CLPI’s endeavour has been to make the workplace more inclusive, improve diversity and keep pace with the developments. We have been able to do this by implementing programmes and policies that foster this ideology.

In August 2019, we took a small but significant step in this direction by including LGBT partners (as domestic partners) as beneficiaries in our group hospitalisation policy. We have also expanded the beneficiary list for other appropriate policies.

In the days to come, we will work towards integrating similar principles as part of our corporate sustainability strategy, day-to-day operations and organisational culture. Additionally, we will also be working on creating a D&I Council and setting goals to further enhance and improve our efforts in this space.



Women engineers attending the Female Engineer Network (FEN) conference 2019 visit CLPI's Veltor solar plant



CASE STUDY

CLPI hosts women engineers at India's first-ever FEN

To facilitate personal and professional development of female engineers across the company as well as to enhance their visibility, CLPI hosted the fourth edition of the Female Engineer Network (FEN) in the last quarter of 2019. This was the first time that the event was held in India. 21 female engineers from Australia, China, India and Hong Kong participated in this four-day networking event held in Mumbai and Hyderabad.

The opening leadership session at the CLPI office covered the psychology of influencing and its importance at the workplace. Other workshops and team building activities were conducted to promote leadership, innovation, and a digital mindset among these engineers. The participants also interacted with CLPI and CLP Group business leaders to gain a better understanding of the Group's business.

On the last day of the event, the participants visited our Veltoor solar plant where they gained insights about innovative renewable technologies used at CLPI and the business model.



EMPLOYEE ENGAGEMENT

CLPI’s employee engagement initiatives have been detailed in the Stakeholder Engagement section in the introduction to this report. Figure 5.5 showcases scores of key employee engagement parameters assessed as part of the 2018 employee engagement survey while Figure 5.6 depicts emerging focus areas.

FIGURE 5.5

CLPI’s strength areas highlighted by employee engagement survey 2018

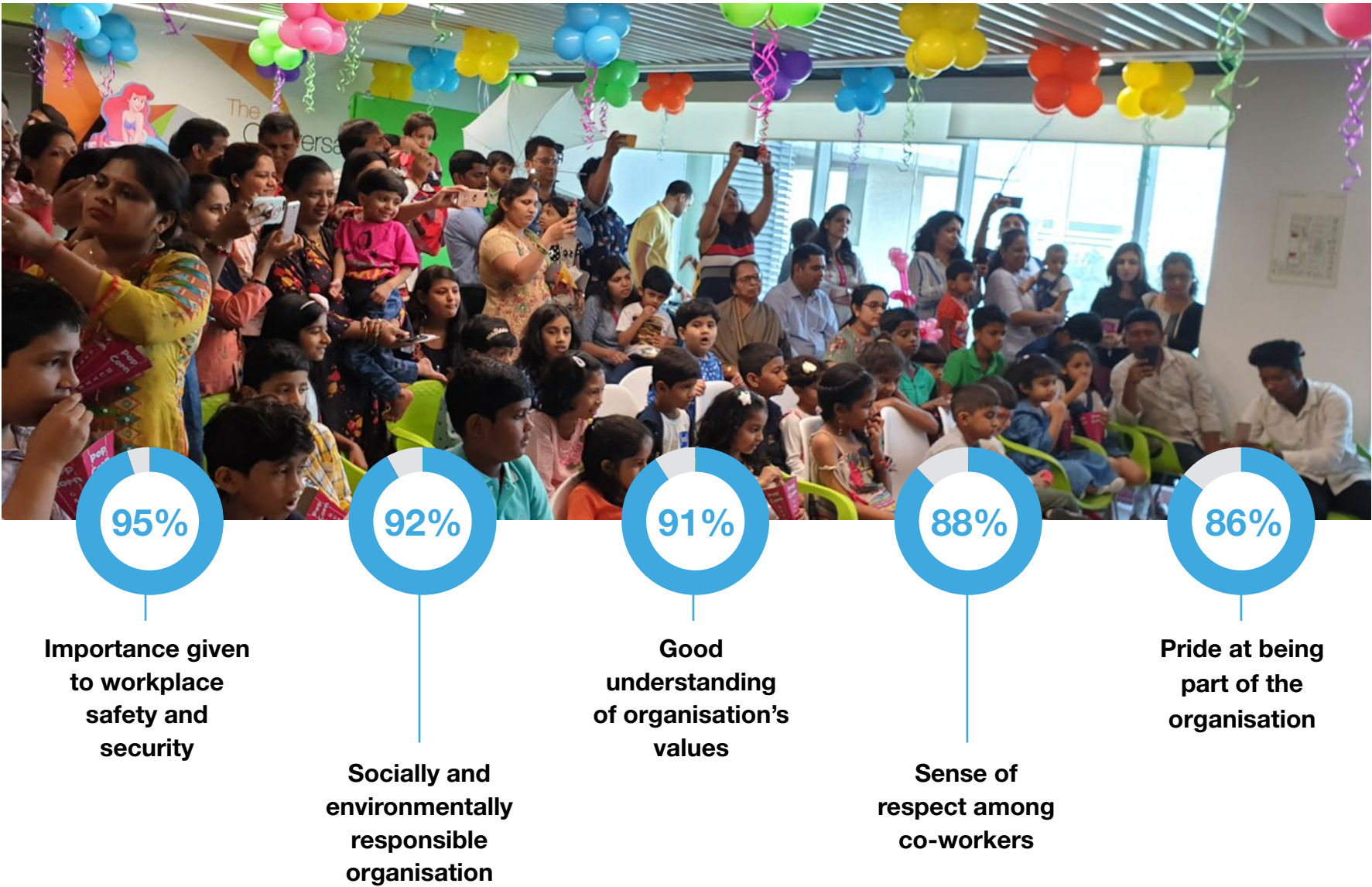
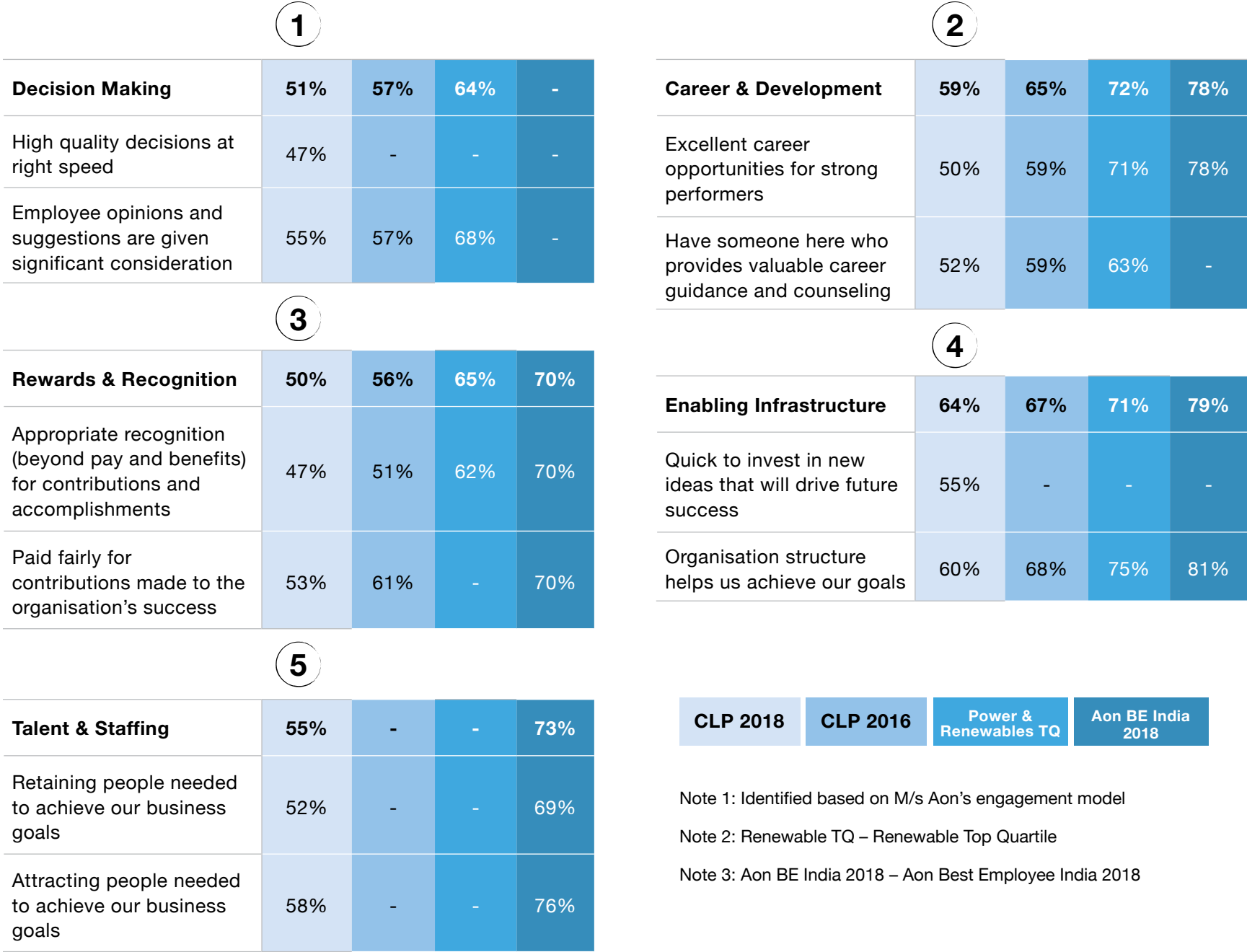


FIGURE 5.6

Emerging focus areas for augmenting employee experience



As has been the case in previous years, employee work groups were tasked with exploring these issues in greater detail followed by deliberations within the leadership team.

DIGITALISATION OF HR PROCESSES

To be agile and future ready, it has become increasingly crucial to leverage technology for better business results. Cognizant of this, CLPI initiated its digital transformation journey. A zero-base review of people processes is also underway. This includes recruitment and retention of talent, carrying out performance evaluations, design and implementation of learning & development programs and rewards & recognition. The use of new tools and systems helps drive agility and mobility to support our diverse workforce.

In our journey so far, we have replaced our on premise Human Resource Management System (HRMS) with a cloud-based HRMS which cuts across all HR processes. Taking the digitalisation agenda forward, the groundwork for the introduction of the goal setting module of the performance management system was initiated. Increment letters for new compensation/financial year were digitised and were issued electronically. The transformation journey is work in progress with few modules already implemented and a plan in place to implement the complete HRMS suite.



HR EXCELLENCE JOURNEY

In FY 2018-19, CLPI undertook its maiden HR Excellence assessment, which was carried out by independent assessors appointed by the Confederation of Indian Industry (CII). CLPI was recognised for its ‘Strong Commitment to HR Excellence’ in the assessment.

In FY 2019-20, a similar assessment was carried out for JPL, findings for which are detailed in Figure 5.7.

FIGURE 5.7

JPL HR excellence assessment findings

Areas of strength	Opportunities for improvement
Code of Conduct documented and deployed across the organisation	Organisational structure to be reviewed to address agility needs
Accessible leadership	Gathering inputs from external ecosystem
HR strategy focuses on creation of organisational capability, measuring employee engagement, diversity and inclusivity, developing leadership and, learning and development	Creating short, mid and long-term strategies for HR
Hiring of female engineers from National Power Training Institute (NPTI) to improve gender diversity	Learning and development for contractual staff
Benchmarking of HR strategy with best-in-class industries	Higher level of maturity in evaluation of training programmes
Management Development and Succession Planning (MDSP), identification of high potential employees and development initiatives for female employees and high potential staff	Feedback seeking mechanism from customers and suppliers
Certification on updated standards	Leveraging technology
Five-day work week, opportunities to work in cross functional teams and volunteering in community development	Identification and improvement of HR processes
Residential and help desk facility for contractual staff	--

In FY 2020-21, the renewables vertical will undergo an independent HR excellence assessment. An outside-in perspective along with actionable insights coupled with timely initiatives will help strengthen our position as an Employer of Choice.

The use of digital tools in HR is to ensure a zero-base review of people processes while driving agility and mobility to empower our diverse workforce. Details about CLPI's efforts towards digitalisation of HR processes have been mentioned in an earlier section in this chapter.

LEARNING AND DEVELOPMENT

The Renewables University (RU), a virtual learning platform, was set up in FY 2018-19 to foster a sustained learning environment conducive to capability building. The university aims to address development needs and unique challenges of our renewables business. Activities carried out by the RU in FY 2019-20 have been detailed in Figure 5.8.

The curriculum is driven by the team, which gives them the opportunity to plan their own learning. As a strategy, there is a differentiated focus on employees stationed at remote locations with limited access to classroom training, study materials and networking opportunities. We ensure that our interventions are aligned with organisational requirements, while taking into consideration individual aspirations and future employability. We have adopted the 70-20-10 principle to support our learning and development initiatives wherein 70% of learning happens on the job, 20% takes place through self-learning and 10% happens through formal training programs. The focus is on both learning and applying learning at work.



The university is administered by an Academic Council (AC) of five deans and governed by the Renewables Energy Leadership Team (RELT), both comprising employees from CLPI.

The success of the university is evident from the ownership demonstrated by 21 participants who enrolled and successfully completed various certifications offered by e-learning courses through our Learning Management System (LMS) platform.

The LMS platform was created to:

- a. Help RU students pursue self-learning along with online certification. These learning modules are carefully curated for employees based on their individual development plans (IDPs) and discussions with supervisors.
- b. Provide employees with the flexibility to learn without need for a classroom thus surmounting geographic and travel barriers.

“

It was a good learning experience using edX, hosted on the Access Learning platform. I have done a course on creative thinking techniques and tools for success. The techniques and tools learnt through the course are very useful in both personal and professional spaces. In our work environment, most decisions must be made either as a team or a person in charge. So, the techniques learnt as a part of this course will come in handy for anyone who has to routinely solve problems, in creative ways.

**Kuldeep Tomar, Renewables Operations
Khandke (Wind site)**

“

To further drive the application of learning on the field, 14 Special Task Forces (STFs) were designed to implement learnings and to enable well-rounded personal growth for all employees at renewable sites. These teams are typically comprised of five-six members with each team being assigned a specific task in the areas of safety, technical challenges, commercial challenges, O&M issues, document creation, plant performance, reporting, environment care and CSR interventions.

RU was conceived to achieve quality engagement and bonding within teammates of the renewables business that is spread across remote locations in the country while also eliminating the barrier to learning caused by distances, remoteness and encouragement deficit. The platform is essentially a nucleus around which fully empowered individuals can build a vibrant culture of continuous learning. The seven modes of learning at RU provide diverse learning options to students to learn at their own pace. These modes include formal courses to self-prepared content to artistic and cultural skills.

**Abhay Potdar, Head Renewables Operations
Mumbai**



Going forward, as a part of RU, we also plan to launch three cells, Safety, Innovation and Culture, to drive the following objectives:

- Nurture ***Safety Leadership /Auditing /Investigation*** skills for the Asset Management business
- Promote ***Technology and Process Innovation*** to generate effective solutions for business challenges
- To foster a ***Learning Culture, nurturing*** artistic talents of the team while ***also lightening the mood***

FIGURE 5.8

Activities carried out by RU in FY 2019-20

Modes of learning	No. of sessions/ groups	Content		Key highlights
Lecture series by experts	13 sessions	Topics		1. Total of 6.5 man-days of presentation efforts by presenters 2. Attended by 30+ employees across Mumbai and renewable sites
		Global Leaders Programme -Reflective learning	Knowledge sharing on presentation skills	
		Forecasting scheduling and DSM management	Power curves and IEC standards	
		Wind energy technology	Overview of Envision	
		Energy storage - new era of power sector	Overview of material management and SAP	
		Project management and governance system	Solar technology	
		Sustainability and business decision making	Advanced developments – Forecasting, scheduling and DSM	
		Renewable project financing		
STF sessions	14 sessions	STF focus objectives		1. Integrate innovative practices with Special Task Forces (STFs) to address technical challenges 2. Attended by 45+ participants across Mumbai and renewable sites
		Create governance framework for forecasting, scheduling and DSM	Develop governance process for Central Monitoring Facility	
		Develop core objectives for renewables team 2020	Dismantling, erection and commissioning of High Tension (HT)/ Extra High Tension (EHT) installations	
Book review sessions	More than 45 sessions	Total of 25+ books covered		Covered employees across renewable sites through presentations
E-learning (edX certification)	Enrolment by 21 employees	Course offered	University	All 21 employees have completed the edX certification
		Introduction to data analysis using Excel	Microsoft	
		Leading with effective communication (Inclusive leadership training)	Catalyst Inc.	
		Creative thinking: Techniques and tools for success	Imperial College, London	
		Effective business communication	IIM Bengaluru	

Figure 5.9 and 5.10 showcase training man-day trends over the last three years.

FIGURE 5.9

CLPI employee training man-day trends (Gender and level wise)

	FY 2019-20			FY 2018-19			FY 2017-18		
Safety									
Level	Male	Female	Total	Male	Female	Total	Male	Female	Total
Overall	42%	20%	39%	30%	10%	27%	50%	37%	48%
Skill building									
Level	Male	Female	Total	Male	Female	Total	Male	Female	Total
Overall	71%	72%	71.50%	67%	87%	69%	66%	69%	67%
Overall training coverage									
Level	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior management	69%	67%	69%	90%	100%	90%	81%	100%	82%
Managerial and professional	87%	83%	86%	86%	86%	86%	87%	90%	87%
Administrative and general staff	60%	61%	60%	57%	84%	61%	64%	70%	65%
Overall	78%	74%	77%	79%	87%	80%	80%	83%	80%

FIGURE 5.10

CLPI employee training man-day trends (Overall)

	FY 2019-20		FY 2018-19		FY 2017-18	
Type	Total training man-days	Average man-days	Total training man-days	Average man-days	Total training man-days	Average man-days
Safety	189.5	0.4	445.5	1	468.5	1
Skill building	1159.2	2.5	1032.9	2.2	1290.5	2.7
Overall	1348.7	2.9	1478.4	3.2	1759	3.7

Note 1: Trainings provided only to permanent employees have been considered.

Note 2: Training hours are converted into man-days by considering eight hours in a day.

LEADERSHIP DEVELOPMENT

Our attempt is to build a culture that focuses on outcomes as well as the means to achieve them, sensitising employees to different styles of thinking, appreciating and honouring differences in the workplace. Our performance management process requires that employees receive performance feedback at least twice a year (mid-year and year-end), if not more frequently.

In line with our efforts on the leadership development front, our leadership team underwent a 360-degree feedback exercise. The feedback covered observed behaviour around CLPI leadership competencies and was sought from the individuals themselves, managers, direct reports, and peers. The exercise was designed as a development initiative, leading to a feedback discussion for each participant.

MOVING FORWARD WITH EMPATHY

CLP started its India journey with the acquisition of Paguthan CCPP, the 655 MW gas-fired power plant at Paguthan in Bharuch in Gujarat. Owing to the expiry of the PPA with Gujarat Urja Vikas Nigam Limited (GUVNL) in December 2018 and other market factors, the running of the plant had become unviable.

The company was committed to treat all personnel engaged at Paguthan in a fair and respectful manner and to this end, it had engaged an outplacement service provider to help employees at the plant with external employment opportunities.

Additionally, employees from Paguthan were considered for filling up positions at other locations, wherever possible. Of 76 employees at the beginning of the year, a Voluntary Severance Scheme was offered to 21 whom we were unable to place. Towards the end of the financial year, humankind was dealing with one of the most difficult crises of its times and conversations around the impact of the pandemic on health, well-being and the future of work have taken prominence.

The changes we are seeing have not only disrupted our present, but are also defining the future of how we live and work. The need for inclusive growth that straddles progress of both humans and nature is even more urgent now. Just as we are attempting to build one happy family at CLPI, we continue to work with organisations, bodies and partners across our value chain to drive sustainable growth that benefits all.



EMPLOYEE SPEAK



My association with CLPI, an MNC with a *desi* flavour, is a decade old and still counting..! It has given me opportunities to work across the power sector value chain (generation, transmission, distribution) and not only boosted my professional career but also helped me grow as an individual. It has given me immense number of opportunities to learn new things and own them. Apart from embedding the culture of safety, CLPI has given me friends for a lifetime, the fun of celebrating festivals and enjoying different cultures, and learning new skills - mentoring, doodling, lantern-making, pottery.... the list is endless. The company's culture has always empowered women and given them equal opportunities along with a safe environment to work in. If CLPI is the cake, then my team members are cherries on top!

Roshni Shah, Mumbai



SOCIAL CAPITAL

THE POWER OF SYNERGY

Synergy is defined as the cooperation between two entities that creates a combined effect which is greater than the sum of their independent effects. CLPI believes in working closely with communities, community-based organisations and not-for-profits to bring about unified social impact which creates long-lasting reverberations beyond the intended consequences. Further, the company leverages various government schemes by participating and strategically allocating resources for identified gap areas.

This approach ensures multiplier effects and positive impact on the communities that it serves.



CLPI CSR POLICY

CLPI's CSR policy facilitates concerted deployment of company resources to contribute towards development of served communities. The key features of the CSR initiatives that CLPI undertakes are detailed in Figure 6.1 while Figure 6.2 outlines our implementation strategy. The detailed policy is available here: https://www.clpindia.in/sustainability_csr.html

CSR STRATEGY

The United Nation's Sustainable Development Goals (SDGs) serve as the compass for steering our CSR initiatives in the right direction.

FIGURE 6.1

Key features of CSR initiatives

Strategic implementation, need-based approach and early community ownership are landmark features of all CLPI CSR projects

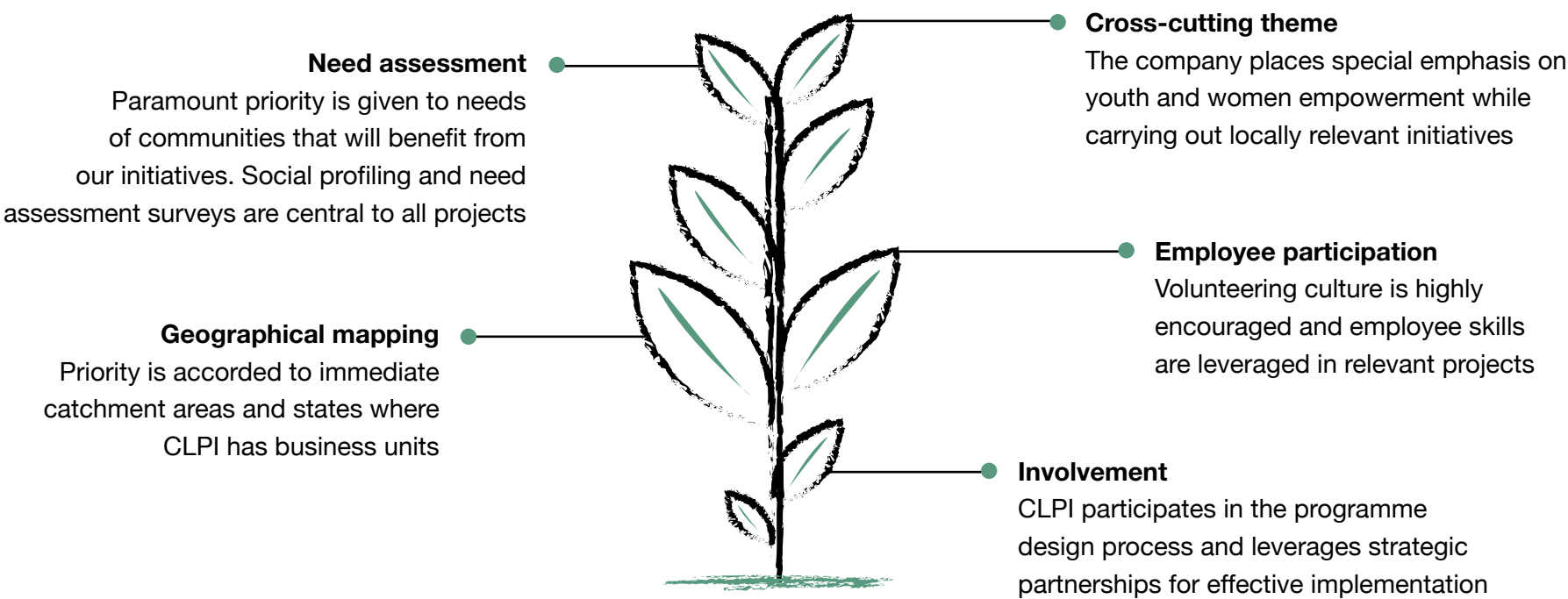
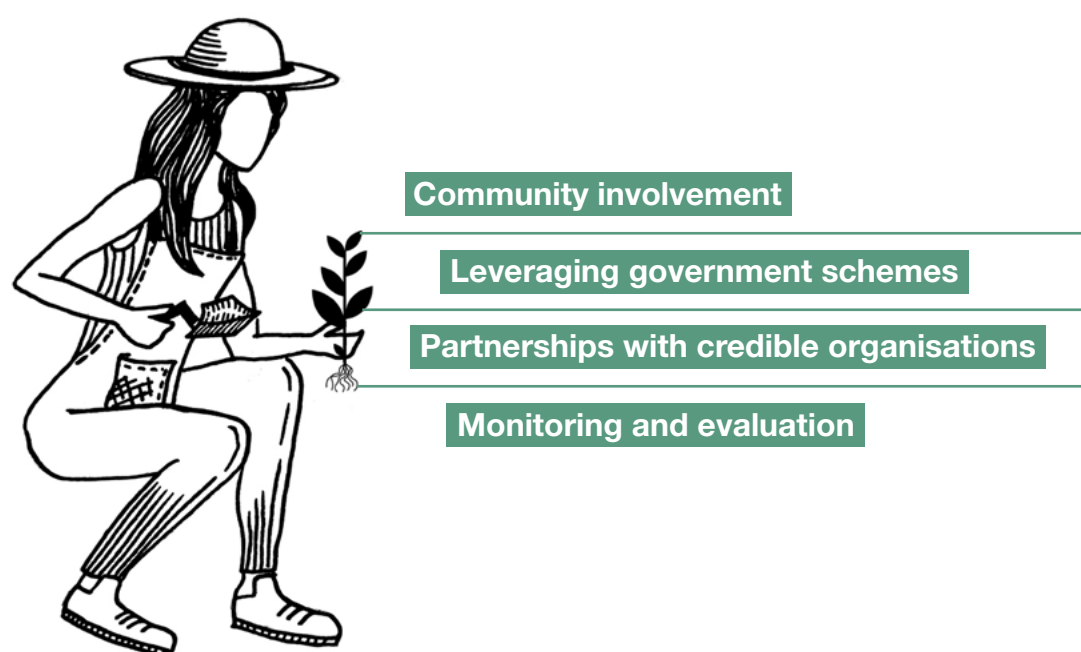


FIGURE 6.2**Key features of implementation strategy**

During FY 2019-20, CLPI involved Tata Institute of Social Sciences (TISS) to carry out a need assessment survey with key community stakeholders including women to identify social challenges and needs at the design stage of projects. Thorough need assessments were carried out for our Gale and Tornado solar assets in Sakri, in Dhule and for the proposed Sidhpur wind project site during the reporting period with the intent of crafting impactful CSR programmes.

We have also made successful attempts, with the help of credible partner organisations, to unlock the tremendous potential of complex government schemes that could make a significant difference to the communities we serve. Some examples include Jalyukta Shivar Abhiyaan in Maharashtra, Water and Sanitation Management Organisation (WASMO) schemes in Gujarat and the central government's Mid-day Meal (MDM) scheme.

Our participatory monitoring process continued to effectively evaluate project deliverables and output on an ongoing basis through the financial year.

RESOURCES DEPLOYED DURING FY 2019-20

During FY 2019-20, CLPI entities collectively spent INR 174 million, as detailed in Figure 6.3 and complied with the requirement of spending 2% of average annual net profit on CSR as depicted in Figure 6.4.

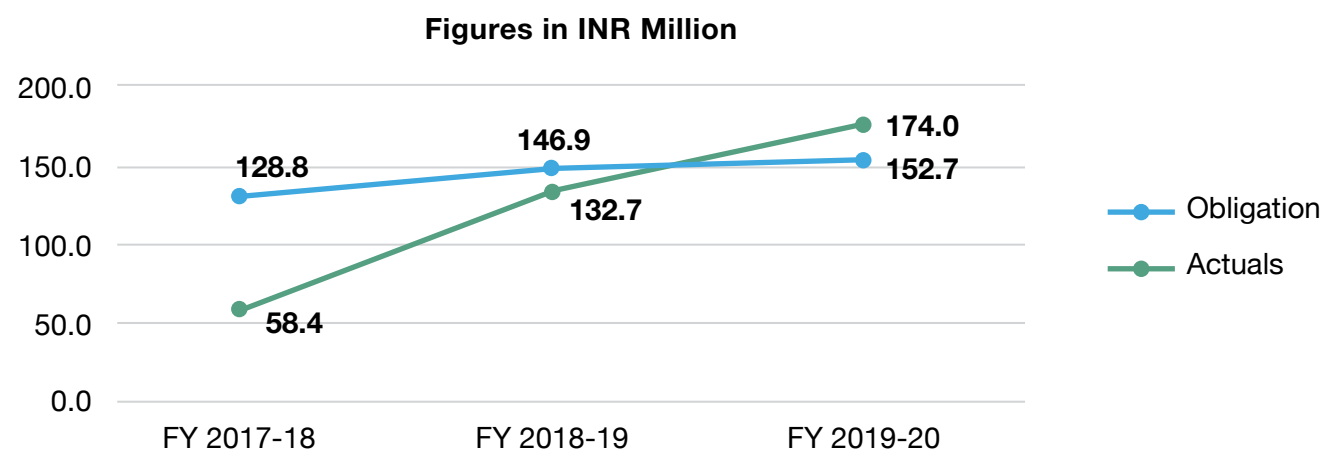
FIGURE 6.3

CSR spends v/s obligations

Entity	CSR obligation for FY 2019-20 (INR MN)	Actual amount spent in FY 2019-20 (INR MN)	Amount unspent (INR MN)
CLPI (including all eligible entities)	152.7	174.0	NIL

FIGURE 6.4

CSR spends v/s obligations



KEY CSR INITIATIVES UNDERTAKEN DURING FY 2019-20

The following CSR initiatives, were undertaken during FY 2019-20:



Solar energy-based community interventions

During FY 2019-20, CLPI partnered with Selco Foundation to initiate a long-term project for extensive use of solar energy for community development. The first phase of implementation, covering 12 villages spread over three business catchment areas - Saundatti, Harapanahalli and Veltoor, is in progress. The project is aimed at large scale use of solar energy for integrated village development including creation of livelihood opportunities for the underprivileged.

Additionally, 24 solar streetlights were installed in three villages near the Veltoor project site.





Youth skilling in renewable energy and healthcare

With the intent of creating gainful employment and entrepreneurship opportunities, CLPI partnered with the School of Vocational Education, TISS to conceptualise an ambitious youth skilling programme in renewable energy and healthcare. The project will train about 2,000 students across the country during a three-year period.

Additionally, about 400 youth from CLPI's project sites and aspirational districts - Andhra Lake, Khandke, Jath, Gadchiroli, Nandurbar, Pune, Paguthan and Jhajjar, successfully completed vocational training courses.

A skill training academy which will serve as a facility for coaching youth for police, paramilitary and armed forces jobs, is in advanced stage of construction in village Jhamri near JPL.

CASE STUDY

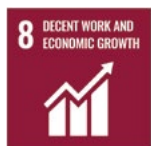
From shattered dreams to unbreakable confidence

Snehal Ghongale | Gadchiroli, Maharashtra | Executive at Miramar Hotel, Goa

Financial constraints after his father's death forced Snehal to discontinue education and look for a job to support his family right after Class 12. Snehal was discovered through CLPI's local mobilisation efforts and immediately enrolled for the food and beverages skilling programme offered at PACE, Aurangabad. From never having lived away from home to successfully completing the training programme at Aurangabad and getting placed at Miramar Hotel in Goa, Snehal has come a long way. More than anything else, Snehal finds immense satisfaction and joy in his work. He is able to support his family comfortably and manage household expenses.

CLPI is simply the catalyst. It is the ambition of youth like Snehal that makes the world go round.





Empowering women with economic opportunities

To address the issue of economic impoverishment, especially of women in India, initiatives need to focus on access to economic assets, financial services, social protection, and opportunities for skill development and employment.

CLPI has initiated several programmes that seek to empower women with the tools to achieve economic independence.

Project Uday aims to empower women with the opportunity of an alternative livelihood. Phase I of the project was instrumental in reaching out to 1,500 women through formation of 120 Self Help Groups (SHGs). These SHGs were further linked to local banks for securing future credit support. Today, 600+ litres of milk are collected daily from 14 milk collection centres owned by 300 women entrepreneurs. After the success of phase I, phase II has commenced from September 2019 for three years.

CLPI's women empowerment project – Hariyalu Rojgar - in partnership with Self Employed Women's Association (SEWA) benefitted about 600 women across three states through capacity building, leadership training and exposure visits to solar energy-based development models.

At JPL, CLPI has collaborated with Humana People to People India, a not-for-profit, for a three-year project aimed at empowering 3,000 women by creating an entrepreneurial ecosystem. The project broadly covers financial literacy, nutritional security and entrepreneurship development training. Further, through this project, we will be replicating the successful model of community-based 'Extension Volunteers' that we have implemented near Paguthan CCPP.

Through Project Aarohan in Samana and Mahidad, 430 women SHG members were exposed to farm and non-farm-based income generating activities. Women learnt best practices from model villages and other successful women entrepreneurs.





Sports initiatives for youth empowerment

All-round development is essential for growth and development of children and youth, especially in rural areas where exposure is limited. Sports initiatives provide talented individuals with the right kind of training that can bring about life-altering opportunities.

The sports promotion programme initiated by CLPI in Jhajjar has come a long way from supporting wrestling tournaments to coaching local youth including girls on wrestling and basketball, and providing sports scholarships, upgrading sports training facilities and playing an active role in organising community sports tournaments.

During FY 2019-20, a mini sports stadium was built in Khanpur Kalan village and handed over to the local community to encourage sporting activities among children and youth.

Sports scholarships are also awarded to deserving aspirants from villages around JPL to encourage a sporting culture. In FY 2019-20, scholarships were awarded to 17 wrestlers based on their performance across various district, state, national and international tournaments. Further, sporting essentials such as volleyballs, table tennis kits and gym equipment, among other things, were procured for the benefit of government schools and village youth.

In Mumbai, through a project that sought to empower girls through sports training, 100 girls from Brihanmumbai Municipal Corporation (BMC) schools were enrolled for a year-long sports training programme in cricket, football and hockey. The project was aimed at enhancing school attendance and preventing dropouts.

Sports kits were also provided to schools and communities in Samana and Veltor project sites benefitting about 1,000 students and youth.



CASE STUDY

Woven into the social fabric, CLPI's sports promotion programme powers the dreams of Jhajjar's youth

Sport is deeply entrenched in the culture in Jhajjar in Haryana. Aware of the connect that could be established with communities through the power of sport, CLPI initiated a sports promotion programme around JPL in 2016.

Wholeheartedly embraced by the community, CLPI's efforts include supporting wrestling competitions, running full-fledged sports programmes driven by qualified coaches for all youth including girls to organising community sport tournaments and working closely with the community to upgrade infrastructure.

So far, of the 195 youth trained in basketball and wrestling, 34 have received recognition across district, state and national levels while a few have made the community proud in international tournaments. The programme has also helped a few students secure jobs through the sports quota.

CLPI will continue to provide the fuel for powering the ambitions of Haryana's ambitious youth through excellence in sport.



CLPI has established a wrestling academy (L) and a basketball academy (R) near JPL to encourage and support local talent.



Education initiatives and Mid-day Meal Program

Education initiatives undertaken by CLPI aim to address the challenge of poor infrastructure, nutrition and access to better education.

School infrastructure and allied support

The school infrastructure improvement project was launched in March 2020 to benefit about 413 school children in villages near the transmission project site in Seoni-Malwa tehsil in Madhya Pradesh. CLPI also supported a government school near its Theni wind site in restoring a computer lab through provision of hardware like UPS and printers, positively impacting 600 students.

In Jhajjar, infrastructure support, resource materials and learning tools were provided to three Anganwadis, benefitting 105 children. To directly enhance quality of learning received by children, teacher support was provided to five government schools. Additionally, a digital literacy programme was able to train about 180 students in two government schools.

Eco club activities in schools at Samana and Mahidad benefitted 1,200 students.

Mid-day meals

Mid-day meals (MDMs) have played a key role in addressing the twin challenges of reducing school dropouts and fighting malnutrition. To contribute to this goal, CLPI supported the setup of a new centralised kitchen at Nawabpet in Mehbubnagar, near

Veltoor, in FY 2018-19. The Nawabpet kitchen continues to provide about 20,000 meals on a daily basis. CLPI sponsored operational expenses for 10,000 meals through this kitchen in FY 2019-20. We also invested towards implementation of energy efficiency and facility improvement measures at the kitchen. Apart from this, CLPI sponsored mid-day meals at Hubli for 5,000 children across 27 schools near its Saundatti wind site in Karnataka.

CLPI scholarship scheme

The CLPI scholarship scheme, intended at beneficiaries around CLPI's business locations, aims at providing financial support to aspiring but needy students for vocational courses, undergraduate courses and further studies. In addition, special incentives are also provided to exceptionally meritorious students. In FY 2019-20, scholarships were awarded to 873 deserving students.



Students receive CLPI scholarships at the Chandgarh wind farm site.



Building water assets in communities

As a responsible citizen, CLPI has taken the onus of establishing water security for communities it serves with the intent of ensuring well-being and sustainability.

Our water initiatives have led to reduction in drudgery for women due to improved water availability in villages. Watershed management initiatives not only protect water resources but also positively impact crop yield, health and overall quality of life.

Water infrastructure and water harvesting initiatives in FY 2019-20 benefitted 10,000 villagers at Samana and Mahidad.

We continue to invest in efforts for establishing water security in Khandke. The watershed management project has entered its fourth phase. Construction of various water harvesting structures like sunken ponds, recharge pits and de-siltation activities were taken up during the financial year. A three-year comprehensive integrated village development project, with focus on water security and livelihood was conceptualised for villages around the Sakri solar project site and its implementation has begun in FY 2019-20.

Further, an overhead water tank with a two-lakh litre capacity, was constructed for the benefit of 6,000 individuals residing at Khanpur Khurd village in Jhajjar.



CASE STUDY

A watershed moment: Community-led water security initiatives

CLPI partnered with Watershed Organization Trust (WOTR) during FY 2016-17 and 2017-18 and implemented multiple water security initiatives through community-led water resource development in 15 select villages in Ahmednagar and Beed districts of Maharashtra near the Khandke wind farm site.

WOTR is a globally recognised organisation dedicated to transforming the lives of millions across India in participatory watershed development and ecosystem restoration, adaptive sustainable agriculture, integrated and efficient water management, and climate change adaptation activities, with a special emphasis on vulnerable communities, farmers, and women.

The villages covered under the project fall in a drought-prone region, and do not have any major irrigation projects. There are limited livelihood opportunities available, except agriculture which is primarily rainfed. Hence, there was a need for such a project in this area.

In the initial phase of activities, in FY 2016-17, construction of 14 watershed structures was completed. In phase II, construction and repair of 20 watershed structures was carried out across 10 villages, along with other activities involving the community including awareness programmes, farmers field schools, soil testing and water budgeting.

WOTR submitted an impact assessment report in July 2019, on the observed and predicted impact of phase I and phase II projects.





Key observed as well as predicted impacts:

- 1. Employment and livelihood support:** A total of 7,872-person days of work has been generated. This was calculated by dividing the project cost (unskilled labour component) by the Mahatma Gandhi National Rural Employment Guarantee Act (MGNREGA) daily rate.
- 2. Improved cropping pattern:** With current rainfall, 221 hectares (ha) of rainfed land was brought under protective irrigation and an additional 20 ha of wasteland was converted to grassland in cluster villages. During the year, farmers were only able to sow a single crop. With normal rainfall, there would be an increase in the number of crops as well as productivity. Also, crop patterns will change. Beneficiary farmers will be able to sow second and even third crops which includes vegetable crops like onions, fruit crops, fodder crops etc.
- 3. Water security:** Despite extremely poor rainfall in 2018, water levels in 18 test-wells that were monitored were found to be better (average of two metres) than expected and none of them went completely dry in the summer season. This shows improvement in groundwater levels. This has helped villagers access water more easily than before. Easier availability of water has improved the quality of life of village communities. We have ascertained this through focused group discussions and interviews with individual farmers. If there is average rainfall, groundwater levels will increase by three-six metres.
- 4. Water harvesting potential:** Building and repairing 34 structures for water harvesting have resulted in the creation of additional storage capacity of 4.95 crore litres of water. This capacity is generated in a single filling. With normal rainfall, three fillings are observed. If there is average rainfall, water storage capacity will grow by three times to approximately 12 crore litres.
- 5. Cost saving approach:** Repairing water structures is more cost effective than building new ones. For instance: building new structures like a new Cement Nalla Bund (CNB) would cost around INR 0.46 million while repairing existing structures costs as low as approximately INR 0.08 million. Repair of four structures has created water storage capacity of 0.60 crore litres while building a check dam of 0.60 crore litres would cost around INR 1.8 million. *CNBs are embankments constructed across nallas or streams for storing runoff water, increasing water percolation and improving soil moisture. CNBs are also referred to by a few other names---pukka bund, check dam, weir.*
- 6. Capacity building:** As many as 1,569 farmers benefitted from training and capacity building which includes soil testing, farmers' field schools and water budgeting training. A total of 43 such activities were conducted in phase I (19) and II (24).
- 7. Women empowerment:** In terms of women empowerment, priority has been given to formation of SHGs. As many as 37 SHGs with 454 women members have been formed. They work to empower women and give them credit and access to livelihood opportunities.
- 8. Soil health improvement:** A core part of this project is improvement in soil health. To that end, 64 soil samples have been collected from farmers with the intention of giving them guidance on choosing the right crops for their soil. Besides this, farmers are encouraged to take up organic farming practices that are better for soil health in the long run.



Mobile medical facilities and supply of clean water

Poor awareness and limited access to necessary facilities at affordable rates pose a serious financial challenge for several families in our catchment areas in receiving quality healthcare. CLPI's Project Mobile Healthcare Van seeks to address this issue by providing mobile vans - equipped with basic medicines, diagnostic equipment and a qualified medical team - that go to villages in and around project sites of Andhra Lake, Tejuva, Sipla, Bhakrani, Veltoor, Paguthan and Jhajjar. In FY 2019-20, these vans catered to approximately 71,000 people across 56 villages near our business catchments. We also facilitated dental check-ups, eye camps and anaemia screening camps in surrounding villages, benefitting 834 patients.

We also ensure supply of clean drinking water in six schools and 12 Anganwadis of four villages in Jhajjar, reaching around 1,200 children through these initiatives.

By investing in locally relevant initiatives while laying special emphasis on youth and women empowerment, CLPI is working towards doing its bit in making the world a better place for all beings to live together as one family.



OUTLOOK

CLPI is steadfastly committed to building a sustainable, low carbon portfolio that seeks to meet India's increasing power needs while ensuring that the resources required to produce it are utilised, not exploited. Equitable focus on biodiversity conservation, environment protection, growth of communities and people we work with and our stakeholders gives us the confidence to surge further, grow taller and continue to brighten the nation with conviction. We look forward to contributing to nurturing – ***Vasudhaiva Kutumbakam*** or **The World is One Family.**



ABBREVIATIONS

3Rs	Reduce, Reuse, Recycle
AC	Academic Council
ACD	Anti-climbing Device
ACSR	Aluminium Conductor Steel Reinforced
APC	Advance Process Control
APC	Auxiliary Power Consumption
APP	Association of Power Producers
BBSO	Behaviour Based Safety Observation
BMC	Brihanmumbai Municipal Corporation
CCPP	Combined Cycle Power Plant
CDPQ	Caisse de dépôt et placement du Québec
CEA	Central Electricity Authority
CEMS	Continuous Emissions Monitoring System
CII	Confederation of Indian Industry
ckms	circuit kilometres
CLPI	CLP India Private Limited
CMAM	Company Management Authority Manual
CMF	Central Monitoring Facility
CMS	Compliance Management System
CNB	Cement Nallah Bund
CoC	Code of Conduct
COC	Cycles of Concentration
CO₂	Carbon Dioxide
CO_{2e}	Carbon Dioxide equivalent
COO	Chief Operating Officer
CREPL	Cleansolar Renewable Energy Private Limited
CS	Company Secretary

CSR	Corporate Social Responsibility
D&I	Diversity and Inclusion
DBFOT	Design-Build-Finance-Operate and Transfer
Delhi-NCR	Delhi – National Capital Region
DSM	Deviation Settlement Mechanism
DSPL	Divine Solren Private Limited
EIA	Environmental Impact Assessment
EMP	Environmental Management Programme
EMS	Environment Management System
EQ	Emotional Intelligence
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESDD	Environmental and Social Due Diligence
ESG	Environmental and Social Governance
ESIA	Environmental and Social Impact Assessment
ESP	Electrostatic Precipitator
EVs	Extension Volunteers
EWRM	Enterprise Wide Risk Management
EY	Ernst & Young Associates LLP, India
FEN	Female Engineer Network
FGD	Flue Gas Desulphurisation
FY	Financial Year
GHG	Greenhouse Gases
GRI	Global Reporting Initiative
GUVNL	Gujarat Urja Vikas Nigam Limited
GWh	GigaWatt hour

ha	hectares
HR	Human Resources
HRMS	Human Resource Management System
HSSE	Health, Safety, Security & Environment
HT/EHT	High Tension/Extra High Tension
IDPs	Individual Development Plans
IEC	International Electrotechnical Commission
IESA	Indian Energy Storage Alliance
IEX	India Executive Committee
IFGE	Indian Federation of Green Energy
IIM	Indian Institute of Management
IMA	Institute of Management Accountants
INR	Indian Rupee
IoT	Internet of Things
IPCC	Intergovernmental Panel on Climate Change
IPPs	Independent Power Producers
IQ	Intellectual Intelligence
ISA	International Solar Alliance
ISAE	International Standard on Assurance Engagements
ISO	International Organization for Standardization
IT	Information Technology
IUCN	International Union for Conservation of Nature
IWPA	Indian Wind Power Association
IWPA	India's Wildlife Protection Act
JLN canal	Jawaharlal Nehru canal

ABBREVIATIONS

JPL	Jhajjar Power Limited	NITI Aayog	National Institution for Transforming India Aayog	SMART	Specific, Measurable, Achievable, Realistic and Time bound
JVs	Joint Ventures	NOx	Nitrogen Oxides	SO₂	Sulphur Dioxide
KMTL	Kohima Mariani Transmission Limited	NPTI	National Power Training Institute	SOFA	Secondary Over Fire Air
KPIs	Key Performance Indicators	NSEFI	National Solar Energy Federation of India	SPP	Safety Partnership Plan
KPTL	Kalpataru Power Transmission Limited	O&M	Operations and Maintenance	STF	Special Task Force
kWh	KiloWatt hour	OEM	Original Equipment Manufacturers	STPL	Satpura Transco Private Limited
LGBT	Lesbian, Gay, Bisexual, and Transgender	OH&S	Occupational Health & Safety	SVA	Security Vulnerability Assessment
LMS	Learning Management System	PLF	Plant Load Factor	TBT	Tool Box Talk
LOI	Loss of Ignition	PM	Particulate Matter	TERI	The Energy Resources Institute
lpm	litres per minute	PPA	Power Purchase Agreement	TISS	Tata Institute of Social Sciences
LTI	Lost Time Injuries	PV	Photovoltaic	TPP	Thermal Power Plant
M&A	Mergers & Acquisitions	PWD	Public Works Department	TSA	Transmission Service Agreement
MCP	Management Control Procedure	RE	Renewable Energy	TSDF	Treatment, Storage and Disposal Facility
MD	Managing Director	RELT	Renewables Energy Leadership Team	UNFCCC	United Nations Framework Convention on Climate Change
MDMs	Mid-day Meals	RePPS	Responsible Procurement Policy Statement	USA	United States of America
MDSP	Management Development and Succession Planning	RM	Risk Management	VCS	Voluntary Carbon Standards
MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act	RMC	Risk Management Committee	VDCs	Village Development Committees
MoRTH	Ministry of Road Transport and Highways	RoW	Right of Way	VFD	Variable Frequency Drive
M/o MSME	Ministry of Micro, Small & Medium Enterprises	RPA	Robotic Process Automation	WASMO	Water and Sanitation Management Organisation
MPPTCL	Madhya Pradesh Power Transmission Corporation Ltd.	RU	Renewables University	WBCSD	World Business Council for Sustainable Development
MWh	MegaWatt hour	SDGs	Sustainable Development Goals	WIPPA	Wind Independent Power Producers Association
NCAP	National Clean Air Programme	SEWA	Self-Employed Women's Association	WOTR	Watershed Organization Trust
NDC	Nationally Determined Contributions	SHGs	Self-Help Groups	WRI	World Resource Institute
NGT	National Green Tribunal	SLDC	State Load Dispatch Center	ZLD	Zero Liquid Discharge
NHAI	National Highway Authority of India				

SUSTAINABLE DEVELOPMENT GOALS

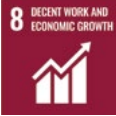


UNITED NATIONS GLOBAL COMPACT (UNGC) PRINCIPLES

Principle 1	HUMAN RIGHTS	Businesses should support and respect the protection of internationally proclaimed human rights
Principle 2	HUMAN RIGHTS	Businesses should make sure that they are not complicit in human rights abuses
Principle 3	LABOUR	Business should uphold the freedom of association and the effective recognition of the right to collective bargaining
Principle 4	LABOUR	Businesses should uphold the elimination of all forms of forced and compulsory labour
Principle 5	LABOUR	The effective abolition of child labour
Principle 6	LABOUR	The elimination of discrimination in respect of employment and occupation
Principle 7	ENVIRONMENT	Business should support a precautionary approach to environmental challenges
Principle 8	ENVIRONMENT	Undertake initiatives to promote greater environmental responsibility
Principle 9	ENVIRONMENT	Encourage the development and diffusion of environmentally friendly technologies
Principle 10	ANTI-CORRUPTION	Business should work against corruption in all its forms, including extortion and bribery

CLPI SUSTAINABILITY REPORT 2019-20

MAPPING WITH UNGC AND SDGs

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GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	78-80	Biodiversity Conservation
	304-2 Significant impacts of activities, products, and services on biodiversity	78-80	Biodiversity Conservation
	304-3 Habitats protected or restored	78-80	Biodiversity Conservation
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	78-80	Biodiversity Conservation

GRI Indicators	Disclosures	Page No	Report Section
Emission			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 64-69	Materiality Aspects, Climate Action, GHG Intensity, Carbon Credits, Air Emissions
	103-2 The management approach and its components	64-69	Climate Action, GHG Intensity, Carbon Credits, Air Emissions
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 305: Emission 2016	305-1 Direct (Scope 1) GHG emissions	67-68	GHG Intensity
	305-2 Indirect (Scope 2) GHG emissions	67-68	GHG Intensity
	305-3 Other indirect (Scope 3) GHG emissions	67-68	GHG Intensity
	305-4 GHG emissions intensity	67-68	GHG Intensity
	305-5 Reduction of GHG emissions	67-68	GHG Intensity
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	68-69	Air Emissions
Effluents and Waste			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 70-71, 72-74	Materiality Aspects, Water Efficiency, Waste and by-products
	103-2 The management approach and its components	70-71, 72-74	Water Efficiency, Waste and by-products
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 306: Effluents and Waste 2016	306-1 Water discharge by quality and destination	70-71, 72-74	Water Efficiency, Waste and by-products
	306-2 Waste by type and disposal method	70-71, 72-74	Water Efficiency, Waste and by-products
	306- 3 Significant spills	70-71, 72-74	Water Efficiency, Waste and by-products
	306- 4 Transport of hazardous waste	70-71, 72-74	Water Efficiency, Waste and by-products
	306- 5 Water bodies affected by water discharges and/ or runoff	70-71, 72-74	Water Efficiency, Waste and by-products
Environmental Compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 63, 45-47	Materiality Aspects, Natural Capital, Responsible Procurement Practices
	103-2 The management approach and its components	63, 45-47	Natural Capital, Responsible Procurement Practices
	103-3 Evaluation of the management approach	19-21, 22, 23, 45-47	Risk Management, Internal Controls, Compliance Management, Responsible Procurement Practices
GRI 307: Environmental Compliance 2016	307-1 Non-compliance with environmental laws and regulations	23, 77, 45-47	Compliance Management, Compliance with Regulations, Responsible Procurement Practices

GRI Indicators	Disclosures	Page No	Report Section
Social (GRI 400)			
Employment			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 81-100	Materiality Aspects, Human Capital
	103-2 The management approach and its components	81-100	Human Capital
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management, Human Rights
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	81-100	Human Capital
Occupational Health and Safety			
GRI 403: Management approach disclosures	103-1 Explanation of the material topic and its boundaries	28, 51-60	Materiality Aspects, Safety and Health
	103-2 The management approach and its components	51-60	Safety and Health
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 403: Occupational Health and Safety 2016	403-1 Workers representation in formal joint management-worker health and safety committees	51-60	Safety and Health
	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	51-60	Safety and Health
	403-3 Workers with high incidence or high risk of diseases related to their occupation	51-60	Safety and Health
Training and Development			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 81-100	Materiality Aspects, Human Capital
	103-2 The management approach and its components	94-98	Learning and Development
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 404: Training and development	404-1 Average hours of training per year per employee	94-98	Learning and Development
	404-2 Programs for upgrading employee skills and transition assistance programs	94-98	Learning and Development
	404-3 Percentage of employees receiving regular performance and career development reviews	94-98	Learning and Development
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 81-100	Materiality Aspects, Human Capital
	103-2 The management approach and its components	86-89	Advancing Diversity and Inclusion in the workplace
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	86-89	Advancing Diversity and Inclusion in the workplace

GRI Indicators	Disclosures	Page No	Report Section
Non-discrimination			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 81-100	Materiality Aspects, Human Capital
	103-2 The management approach and its components	86-89	Advancing Diversity and Inclusion in the workplace
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	86-89	Advancing Diversity and Inclusion in the workplace
Child Labour			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 19-21, 22, 23, 45-47	Materiality Aspects, Risk Management, Internal Controls, Compliance Management, Human Rights, Responsible Procurement Practices
	103-2 The management approach and its components	23, 45-47	Human Rights, Responsible Procurement Practices
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management, Human Rights
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	23, 45-47	Compliance Management, Human Rights, Responsible Procurement Practices
Forced or Compulsory Labour			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 19-21, 22, 23, 45-47	Materiality Aspects, Risk Management, Internal Controls, Compliance Management, Human Rights, Responsible Procurement Practices
	103-2 The management approach and its components	23, 45-47	Human Rights, Responsible Procurement Practices
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management, Human Rights
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	23, 45-47	Compliance Management, Human Rights, Responsible Procurement Practices
Security Practices			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 51-60	Materiality Aspects, Safety and Health
	103-2 The management approach and its components	51-60	Safety and Health
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	51-60	Safety and Health

GRI Indicators	Disclosures	Page No	Report Section
Local Communities			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 101-116	Materiality Aspects, Social Capital
	103-2 The management approach and its components	101-116	Social Capital
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	101-116	Social Capital
	413-2 Operations with significant actual and potential negative impacts on local communities	101-116	Social Capital
Public Policy			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28, 19-21, 22, 23	Materiality Aspects, Risk Management, Internal Controls, Compliance Management
	103-2 The management approach and its components	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management
GRI 415: Public Policy 2016	415-1 Political contributions	22	Internal Controls
Socioeconomic Compliance			
GRI 103: Management Approach 2016	103-1 Explanation of the material topic and its boundaries	28	Materiality Aspects, Compliance Management, Human Rights
	103-2 The management approach and its components	23, 45-47	Compliance Management, Human Rights, Responsible Procurement Practices
	103-3 Evaluation of the management approach	19-21, 22, 23	Risk Management, Internal Controls, Compliance Management, Human Rights
GRI 419: Socioeconomic Compliance 2016	419-1 Non-compliance with laws and regulations in the social and economic area	22, 23	Compliance Management, Human Rights

We welcome feedback and suggestions on this report and any element of our sustainability journey. Feedback can be given either via the online survey form below, using the QR code or through the contact information provided below. This will not take more than 5 minutes of your time.

CLPI will plant two trees on behalf of each stakeholder who gives us feedback on our Sustainability Report before March 31, 2021, as a token of our appreciation.



For online submission of feedback, [click here](#)

Send us your feedback and help us in making surroundings greener!



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Independent Assurance Statement

Ernst & Young Associates LLP (EY) was engaged by CLP India Private Limited (the 'Company') to provide independent assurance on its Sustainability Report 2019-20 (the 'Report') covering the Company's sustainability performance during the period 1st April 2019 to 31st March 2020.

The development of the Report based on the Global Reporting Initiative's Sustainability Reporting Standards (GRI Standards), its content, and presentation is the sole responsibility of the management of the Company. EY's responsibility, as agreed with the management of the Company, is to provide independent assurance on the report content as described in the scope of assurance. Our responsibility in performing our assurance activities is to the management of the Company only and in accordance with the terms of reference agreed with the Company. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any dependence that any such third party may place on the Report is entirely at its own risk. The assurance report should not be taken as a basis for interpreting the Company's overall performance, except for the aspects mentioned in the scope below.

Assurance standard

Our assurance is in accordance with International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000), and our conclusions are for 'limited' assurance as set out in ISAE 3000.

Scope of assurance and methodology

The scope of our work for this assurance engagement was limited to review of information pertaining to environmental and social performance for the period 1st April 2019 to 31st March 2020. We conducted, on a sample basis, review and verification of data collection / calculation methodology and general review of the logic of inclusion/ omission of necessary relevant information/ data and this was limited to:

- Remote verification of data, on a selective test basis, for the following units/ locations, through consultations with the Site Team and Sustainability Team;
 - Jhajjar Power Plant (Haryana)
 - Veltor Solar Farm (Telangana)
 - Khandke Wind Farm (Maharashtra)
 - Chandgarh Wind Farm (Madhya Pradesh)
 - Saundatti Wind Farm (Karnataka)
 - Tejuva Wind Farm (Rajasthan)
- Execution of an audit trail of claims and data streams, on a selective test basis, to determine the level of accuracy in collection, transcription and aggregation processes followed;
- Review of the Company's plans, policies and practices, pertaining to their social, environment and sustainable development, so as to be able to make comments on the fairness of sustainability reporting.
- Review of the Company's approach towards materiality assessment disclosed in the Report to identify relevant issues.



Limitations of our review;

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2019 to 31st March 2020);
- Data and information on economic and financial performance of the Company;
- Data, statements and claims already available in the public domain through Annual Report, Corporate Social Responsibility Reports, or other sources available in the public domain;
- The Company's statements that describe expression of opinion, belief, inference, aspiration, expectation, aim or future intention provided by the Company;
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters.

Our assurance team and independence

Our assurance team, comprising of multidisciplinary professionals, was drawn from our Climate Change and Sustainability network, and undertakes similar engagements with various companies. As an assurance provider, EY is required to comply with the independence requirements set out in International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. EY's independence policies and procedures ensure compliance with the Code.

Observations and opportunities for improvement

During the review process, we observed that:

- The Company upholds its commitment on transparently communicating its sustainability performance by publishing its Sustainability report as per the "in accordance" core criteria of the GRI Standards of the Global Reporting Initiative.
- The Company may further strengthen its materiality assessment and stakeholder analysis process to map and prioritise key material topics.
- The Company may consider setting up a sustainability committee with clearly defined objectives, roles and responsibilities to integrate sustainability with its governance framework.
- The company may develop a sustainability strategy and disclose its targets with action plan for short, medium and long term.

Conclusion

On the basis of our procedures for this limited assurance, nothing has come to our attention that causes us not to believe that the Company has reported on material sustainability issues relevant to its business.

Ernst & Young Associates LLP

Chaitanya Kalia
Partner

Dated: 10 December 2020
Place: Mumbai, India

