



Sustainability Report

Report 2021-22

“Creating the sustainable future Now”

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About the Report

We are pleased to present our second Sustainability Report to our stakeholders with a concise and focused narrative on our environmental, social, and governance performance. This report has been prepared to provide a comprehensive view of the company's operations and activities, with a particular emphasis on our environmental, social, and governance (ESG) initiatives, outcomes, and strategic plan.

We aim to demonstrate our passion and commitment to ensure and promote sustainability. The contours of this report are defined by prioritising AVAADA's key material topics that have an impact on our ability to create value.

The non-financial performance has been reported in reference with the Global Reporting Initiative (GRI) 2021 Standards. This report is also aligned with Business Responsibility and Sustainability Reporting (BRSR), International Finance Corporation (IFC) principles, and the United Nations Sustainable Development Goals (UNSDGs). This report provides pertinent information of our policies, practices, and governance system.

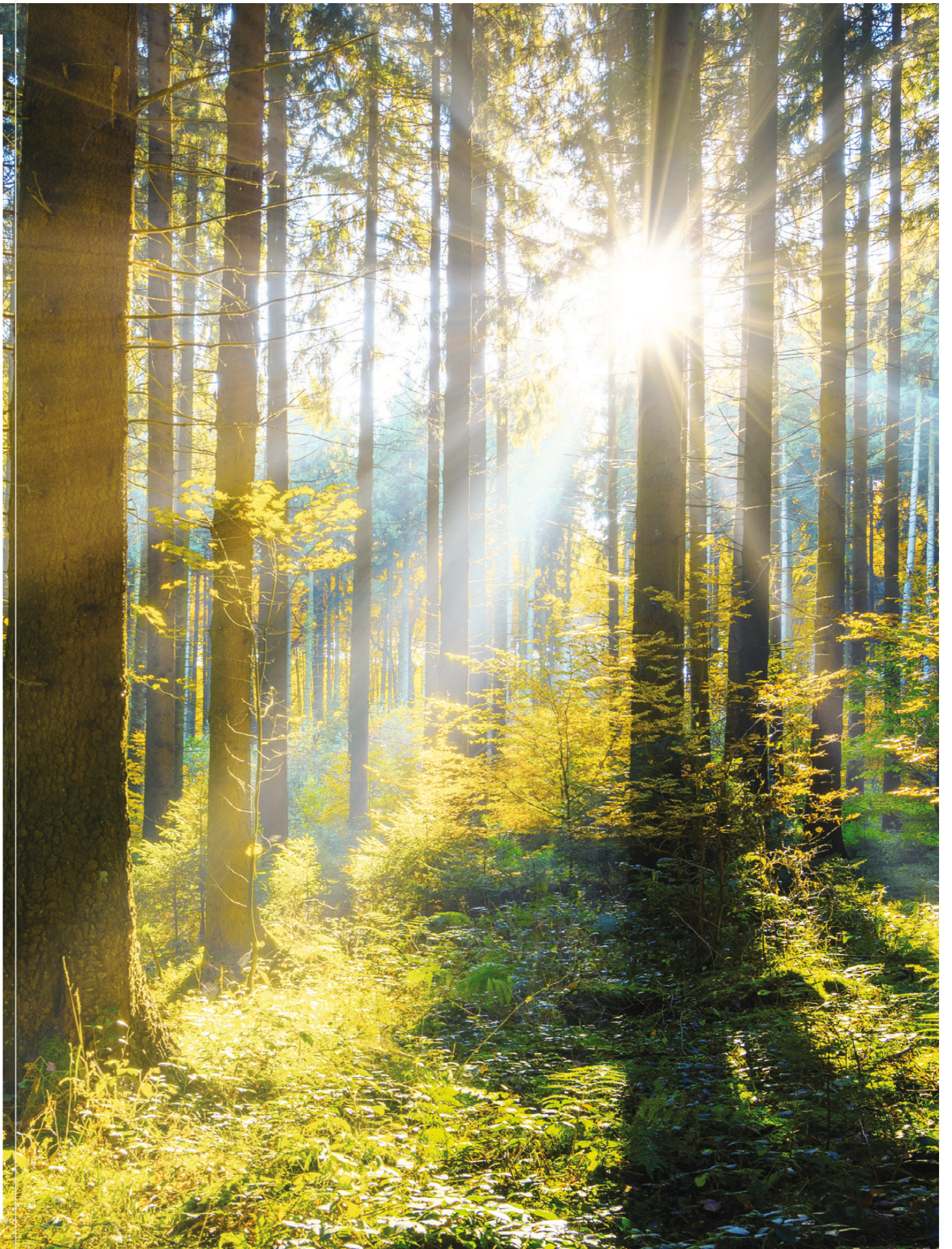
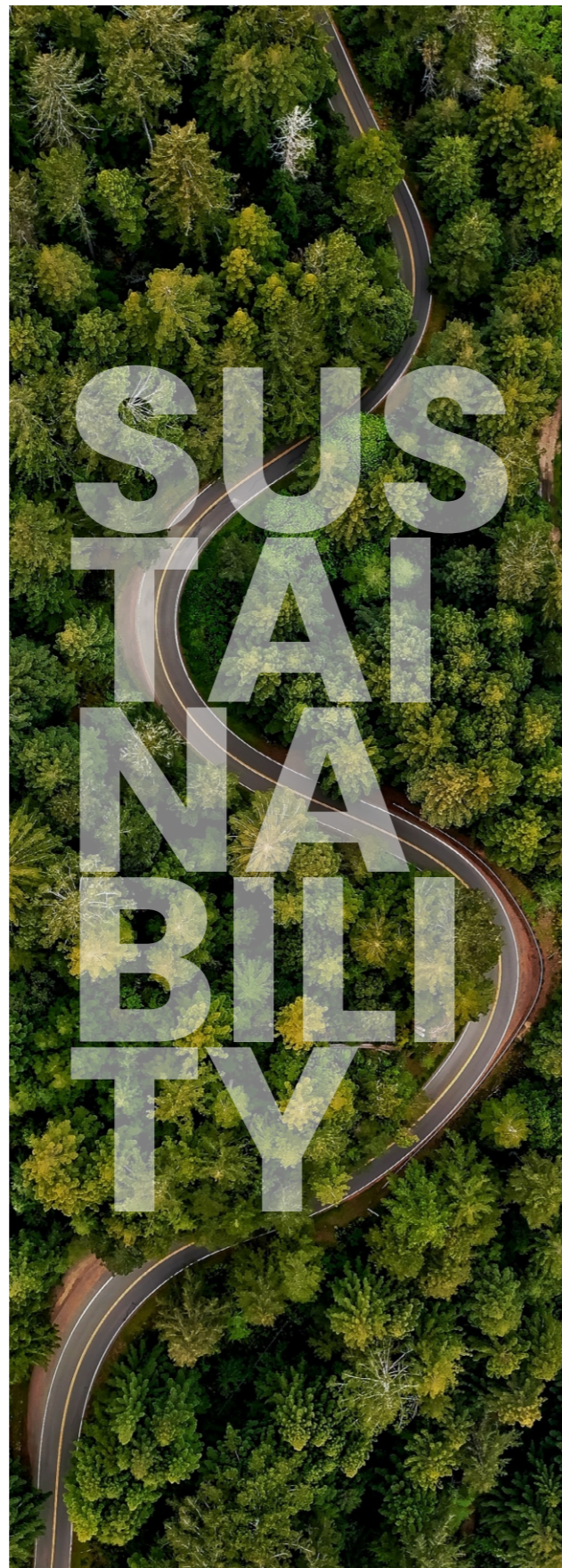
This report covers the non-financial information of AVAADA Energy Private Limited, and includes all our offices and projects across India between 1st-April-2021 and 31st-March - 2022.

We publish a sustainability report every year and the previous edition was published in December 2021 and is available on our website. We value your feedback, which will continue to enable us to disclose relevant information in the most effective and transparent manner. We would be happy to address any queries or suggestions that you may have with respect to our performance or this report.

You may write to us at harishankar.soni@avaada.com

For additional information, Please visit our website at www.avaada.com

AVAADA acknowledges responsibility for the accuracy, completeness and integrity of this report and its contents.





SDG Alignment

Impact Generated in FY 21-22



1. No Poverty

Project-specific CSR strategy considers people below poverty line, enhance their skills and provide livelihood options

Direct and indirect employment during entire lifecycle of the project



2 Zero Hunger

Mid-Day Meal programme as part of CSR initiatives

Direct and indirect employment during entire lifecycle of the project



3. Good Health and Well-being

Constructed toilets in schools

Women & Healthy baby campaign

Medical Health Check-up camps for workforce and periodic medical health check up of all employees including Mediclaim policy



4. Quality Education

As part of CSR initiatives, Shiksha Kanmi programme has benefitted 12523 children

E-learning facilities at school

Providing solar power to schools



5. Gender Equality

6775 girls benefitted from Shiksha karmi programme
Women trained on courses of stitching and digital education

372 women have completed the skill development programme Gender Action Plan



6. Clean Water and Sanitation

Installed water purifiers and RO in schools and several villages to provide clean drinking water

Constructed around 4GW



7. Affordable and Clean Energy

Rural electrification-benefitted 634 homes (about 3,100 people) (directly) and 100% of the village indirectly. Provided 49 streetlights in a village

Access to electricity in two villages in the mountain terrain in northern India

Commissioned around 4 GW



8. Decent Work and Economic Growth

372 women have completed the skill development programme through the Nav Kiran Stitching Centre.

409 girls and women are certified through the Nav Kiran Digital Computer Centre

Direct and indirect employment through affordable and clean energy

Workforce Centric Culture through employee well-being policies and engagement



9. Industry, Innovation and Infrastructure

Barren/infertile lands are used for setting up solar PV plants

Water conservation and optimization through Robotic- dry cleaning

Land Optimization through technology updation

Reduction in raw material requirement



10. Reduce Inequality

Several initiatives for COVID-19 response towards communities

Skill development programme through the Nav Kiran Stitching Centre.

Promoting digital literacy through Nav Kiran Digital Computer Centre

Nav Kiran beautician centre

Our education programme has increased enrolment in schools

Diversity and inclusion initiatives have been taken across the organization



11. Sustainable Cities and Communities

Launched Community Development Certificate (CDC) campaign

with a vision of conducting business for higher purpose

Goal of commissioning 11GW by 2025 and 30GW by 2030

Livelihood generation through our CSR interventions



12. Responsible Consumption and Production

Robotic dry-cleaning system for solar PV panels helped conserve 69736.13 KL of water

Energy conservation

Resource optimization

Green procurement



13. Climate Action

Ideated the Grow Forest Certification Mechanism (GFCM) that encourages the industries, organizations, institutions, individuals etc. to plant trees or grow forests

Planted 40,812 trees at the project site and distributed among communities under Hug a Tree campaign

Implementation of 71 rainwater harvesting structures (RWH)

Energy conservation by using energy efficient appliances such as energy efficient air conditioner, LED lightings and fans.

Water conservation and optimization through robotic dry-cleaning system for solar PV and built rain water harvesting structures

Our target of 30 GW of operations by 2030 will help us avoid 51 million tonnes of CO2 Emission



Leadership Messages

Transforming business through ESG integration.



Avaada's purpose has always been to provide and promise a sustainable future. We believe that our core values - Integrity, Mutual Respect, Passion, Accountability, Commitment, and Trust - play a vital role in reaching our sustainability goals, and these are the footprints that will lead us to our targets.

In today's world, the pursuit of excellence requires a relentless focus on sustainable growth. Our passion and focus on driving sustainability have earned us various prestigious sustainability awards and thus, our contribution to climate change initiatives is a testament to our dedication toward a better, greener, and more sustainable future.

India is a cradle of various religions that endow us to live in complete socio-cultural harmony. The Vedas are the oldest scriptures that represent the fountain of wisdom and knowledge. A verse from the holy Rig-Veda reveals a clear concept of the earth's ecosystem. It mentions the sky as a father, the earth as a mother, and space as a son, and any kind of damage done to the family of the three throws the universe out of balance.

With this, we at Avaada, believe that our environmental, social, and economic responsibilities are inextricably linked to our core business values. We are not only profiting as an organization but the world as well.

During 2021-22, Avaada Foundation, the philanthropic arm of Avaada Group launched several initiatives aimed at Educating, Empowering, preserving the Environment, and providing Health Care in order to provide 360° modification in our society. These initiatives enabled us to grow immensely and become India's largest energy transition organization on the one hand and bring about positive changes for our organization, people, and communities on the other hand.

Our organization holds the ideals of providing clean energy through the use of renewable energy resources, enabling us to live in harmony with nature and the environment. This can only be possible when we work towards achieving our goals while keeping sustainability in mind. As highlighted in COP27, in order to move towards a non-fossil fuel economy at the earliest, so as to imagine the world before and after us, we need to drive Avaada's sustainability commitments at a faster pace.

In the wake of India's commitment to achieving net zero, it is expected that Green Hydrogen will play a major role in providing an alternate renewable fuel source and helping to decarbonize current hydrogen production facilities. In the mission to lead the energy transition, we are spearheading the development of Green Hydrogen and Green Ammonia to meet the demand for decarbonization in sectors such as hard-to-abate sectors, fertilizers, and heavy transport.

This sustainability report provides our aim for a forward-looking vision that enhances Avaada's goals and aspirations. Our values of 'impact' have once again shone through and on behalf of the Board, I want to thank you for everything you have done, and continue to do, for Avaada. I also want to thank and acknowledge our shareholders and other stakeholders for their continued support.

Vineet Mittal
Chairman

Supporting SDGs Motto 'leave no one behind'.

We are experiencing a profound process of technological and social transformation, the effects of which cascade down and propagate in space and time, across generations and borders. A process that has changed and is altering not only countries' economies and production structures but also whole society and the forms in which it expresses itself. By leveraging technology, innovation, and new ways of working, we held fast to our mission to provide reliable, affordable, and increasingly cleaner energy. This year sharpened our focus on how we create value for our stakeholders and address societal concerns.

With the belief of being a social enterprise, we operationalize in a way that aims toward making the world a better place. We do this by bringing value to the communities we work with, creating a sustainable society, and giving back to nature. Our corporate philosophy to conduct business in a conscious manner is very much engrained in our roots, and therefore in sync with the Indian philosophy of living as one with nature.

AVAADA contributes to the Sustainable Development Goals (SDGs) through community / philanthropic initiatives, incorporating sustainability into daily operations and establishing partnerships. In order to focus on inclusive growth, we combine our knowledge and experience working with communities. The Sustainable Development Goals (SDGs) constitute a befitting framework for addressing developmental challenges to achieve a sustainable future free from social, economic, and environmental inequities, thereby assuring a healthier and greener world for future generations.

Last year, AEPL raised green bonds for INR 1440 Cr (USD 192 million) in the Indian capital market at 6.75% non-convertible debentures making it India's largest AAA rated BSE-listed bond by any developer.

Today, the world is embracing the circular economy. There is a global focus on reusing or recycling basic materials, which are driving forces behind the circular economy, and to capitalize on new growth and investment opportunities, a circular economy is one key investment. The world could be a marketplace worth €4.1 trillion between now and 2030, creating sustainable growth and jobs by bringing together the solar and sustainability communities.

With a heightened focus on budget 2023-24, the government has put the spotlight on sustainable development and the circular economy. Currently, rising material extraction has shrunk global circularity from 9.1% in 2018 to 8.6% in 2020, and now 7.2% in 2023, leaving a huge circularity gap. We, at Avaada, aim to reduce the circularity gap through sustainable measures.

We believe that growth should entail both the production of shared value for all our stakeholders, prosperity for local communities and the protection of our environment. Our long-held goals have always been to improve communities and find workable solutions to a wide range of societal concerns. By addressing community concerns, we foster inclusive and sustainable economic growth in all the areas where we operate.

Sustainable practices on a corporate level are crucial to reducing and reversing the impact of climate change. We, at AVAADA, are aware of the ramifications that disregarding current climatic variability can have on the environment. Hence, we are continually working towards achieving and improving our climate protection initiatives and strategies.

Sindoor Mittal
Vice-Chairperson



Driving Sustainable Operations

With over a decade of experience in the field of renewable energy projects, we have become one of India's largest clean energy companies through the combined efforts of our people and processes. We have strived to significantly contribute to our country's shift from conventional energy to renewable alternatives.

In our endeavor of embedding sustainability deep in our company's ethos, we are extensively focusing on minimizing our ecological footprint by setting up a sustainable supply chain, promoting responsible procurement practices, and protecting biodiversity.

Business and sustainability can go hand in hand, and our unique strategy interweaves business goals with environmental sustainability and social responsibility, producing mutually beneficial results. By contributing to a community's socio-economic development in the short term, we foresee the delivery of continual value to our shareholders. Through our community engagement initiatives, we are contributing to uplifting the lifestyle of the communities we work with.

We are simultaneously strengthening corporate governance by ensuring compliance and focusing on the sustainable growth of our renewable energy portfolio. We have diversified our offerings in the clean energy domain by expanding our footprint into upstream (Solar Modules and Electrolyzer Manufacturing) and downstream services (Green Hydrogen and Green Ammonia generation).

At the same time, we are cognizant of our social responsibility and have been undertaking impactful corporate-level initiatives for the betterment of the community, such as our 360° Inclusivity Model implemented across diverse locations in the country, which provides clean energy and better livelihood opportunities in rural India via education and skill development.

We understand the deleterious impacts that meeting the current energy demands can have on the planet if not done with sustainability in mind. Since its inception, AVAADA has always been guided by the promise of creating a sustainable future for all. Our renewable energy projects are designed while keeping consciousness, sustainability, and synergy in mind. Although we are currently catering to the huge energy requirements in India, our goal extends beyond countries and boundaries as we seek to meet the growing global energy demands with our innovation.

T.R. Kishor Nair
Chief Operating Officer



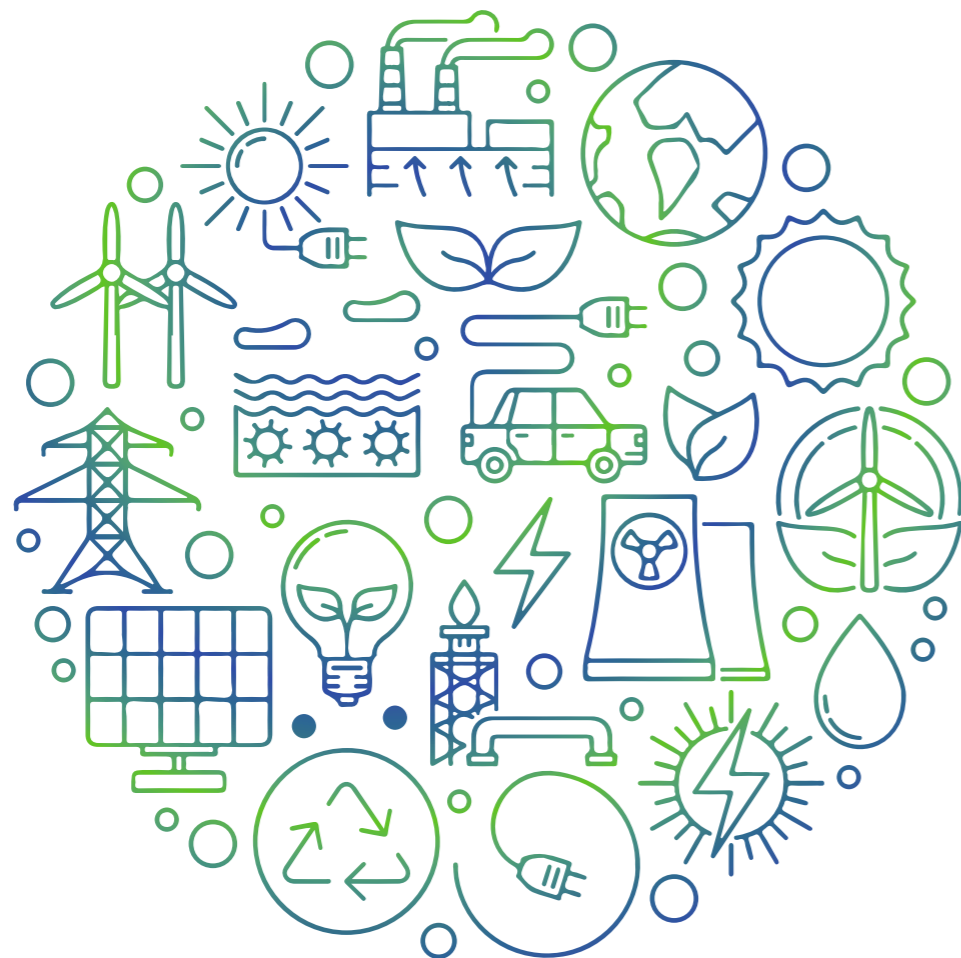
Avaada at a Glance

Avaada Energy Private Limited is a leading integrated clean energy producer with one of the largest renewable energy portfolios in India. We strive to provide cutting-edge clean energy solutions to contribute to the world's decarbonisation journey. In this regard, we have set a goal of commissioning 30 GW of renewable energy capacity in India by 2030. We started out in 2011 by commissioning a 15 MW solar project in Gujarat, and currently have a portfolio of approximately 5 GW capacity, out of which ~4 GW is operational. Our projects have been accredited and certified by international organisations and are compliant with the laws of the land. We have our registered office in Mumbai and two other offices in Delhi and Noida.

We are in an advanced stage of developing an integrated business model with three main verticals namely Equipment Manufacturing (solar panels, electrolysers), Renewable Energy Business (solar power generation, wind power generation, and energy storage), and Fuel & Feedstock (Green Hydrogen, Green Ammonia, Green Methanol, and sustainable aviation fuel). In addition to recognizing the need for greening the industrial space, we are exploring Green Ammonia and Green Hydrogen generation capacities, thereby becoming one of the early movers in the clean energy space in India. We strive to create a positive impact on our people and the planet through our operations and the same is exemplified by our values, vision, and mission that help us achieve our goals.

In late 2021, we gained a meaningful long-term partner, PTT, a Fortune 500 company, as a strategic investor. It is a conglomerate having a presence across the entire Oil & Gas value chain. Over the years, we have cultivated an expertise in Engineering, Procurement & Construction (EPC) projects across diverse geographies of the country and a growing support system propels us to develop further. We are dedicated to the on-time delivery of quality projects within budgetary constraints. We have an EPC capability of executing 3 GW of renewable energy capacity per annum.

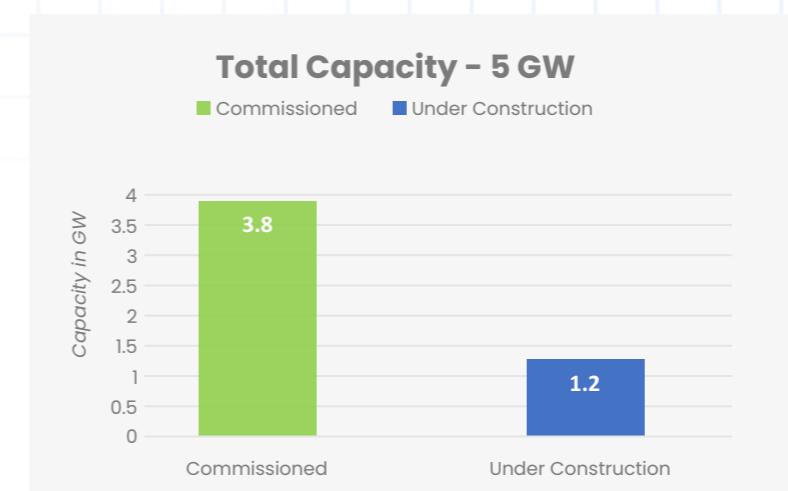
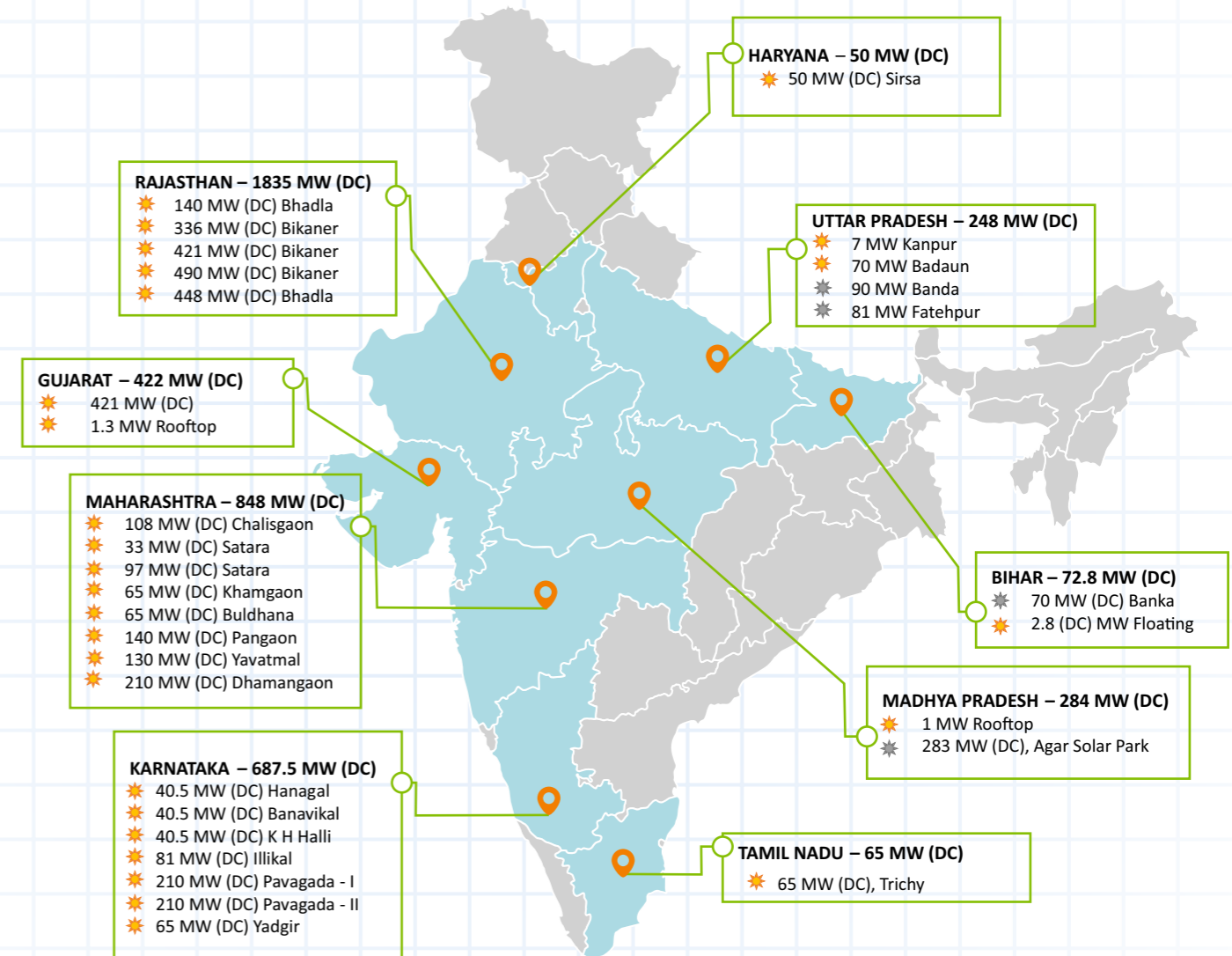
We are committed to making the future sustainable and our professional culture, business operations, and investments provide testimony to our commitment. We have pioneered the use of disruptive technology in solar projects by developing a mechanism for the robotic dry cleaning of solar panels and are continuously striving to embed innovation in our business. Through our projects, we have successfully mitigated 5.3 million tonnes of CO₂e till date. In 2022, we raised Green Bonds in the Indian capital market for \$192 million at 6.75% making it India's largest AAA-rated Green Bond by any renewable energy developer.



Avaada's Portfolio

Footprint

~ 5 GW of operational & under construction portfolio



Legend:

- ★ Commissioned
- ✳ Under Construction
- Our Footprint



Another initiative to judiciously use natural resources is our increasing focus on floating solar plants. Floating solar PV technology has

an advantage over ground-based solar PV, since the former is not dependent on land availability. There are more than 4,00,000 km² reported man-made reservoirs in the world, out of which India has a share of about 70,000 km². This implies the existence of a vast potential to utilise water bodies to produce clean energy. AVAADA has set up a 2 MW floating solar plant at Darbhanga Pond in Darbhanga, Bihar. This is also Bihar's first ever floating solar plant. Some of the key benefits associated with this type of solar installation are:

Higher Gains in Energy Production:

High energy production is directly proportional to wind speed and inversely proportional to ambient temperature. Since ambient temperature in the vicinity of a waterbody is relatively lower than the ambient temperature on land and wind speed is higher over open water surfaces as compared to land, this results in an overall evaporative cooling effect. Therefore, the operating temperature of the PV cell is low over a water body as compared to land, giving higher energy yield.



Land Neutral

Since floating solar PV technologies are installed over surfaces of water bodies, land requirement for such power generating projects is limited or negligible. This is especially important in a country like India with scarce land resources.

Reduction in Water Evaporation:

It leads to reduced evaporation from water reservoirs due to the deployment of solar panels over the water surface, thus limiting wind interaction and solar radiation reaching the water surface, thereby decreasing water loss due to evaporation (up to 70%).



"We have committed and agile teams with deep sector experience and domain expertise in O&M, power sector regulation, project management, and business development. We are leveraging the best available technologies to further improve efficiencies and reduce our environmental footprint."

— Sandeep Mahesh
Senior Executive Vice President – Engineering

Vision and Mission of Avaada

Avaada is our promise story. A promise of accountability, progress, and collaboration to remain true to our values and disrupt for a better future. Avaada is derived from the Sangama (combination) of the terms 'Ayurveda' and 'Vaada', where Ayurveda means 'life science' and Vaada means 'promise'.



Vision

We aim to be an installed renewable energy capacity company of 11 GW by 2025 and 30 GW by 2030.



Mission

Enlighten, empower, and energise every community to make a social and economic impact in order to achieve the nation's goal of sustainability.

Our core values (IMPACT) serve as a means for us to express our ideals. These ideals have had an impact on our journey. We ensure that all AVAADA employees demonstrate integrity and mutually value one another. We also share a passion for our work and ideas, which helps us grow, as well as instils a sense of accountability, commitment, and trust in our work.



Integrity

Do What is Right... Demonstrate!!



Mutual Respect

Give Respect to Get Respect Practice!!



Passion

Get Excitement in Handling Challenges... Push!!



Accountability

Learn Both from your Success and Failure... Act!!



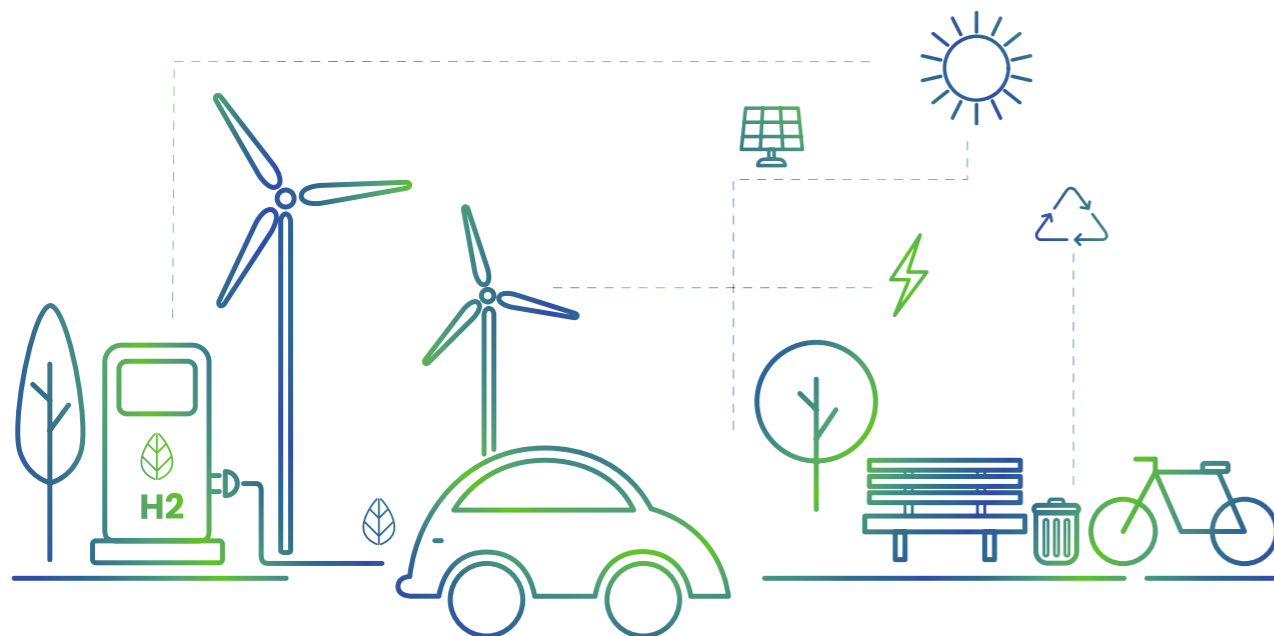
Commitment

Love the Job you do... Be Consistent!!



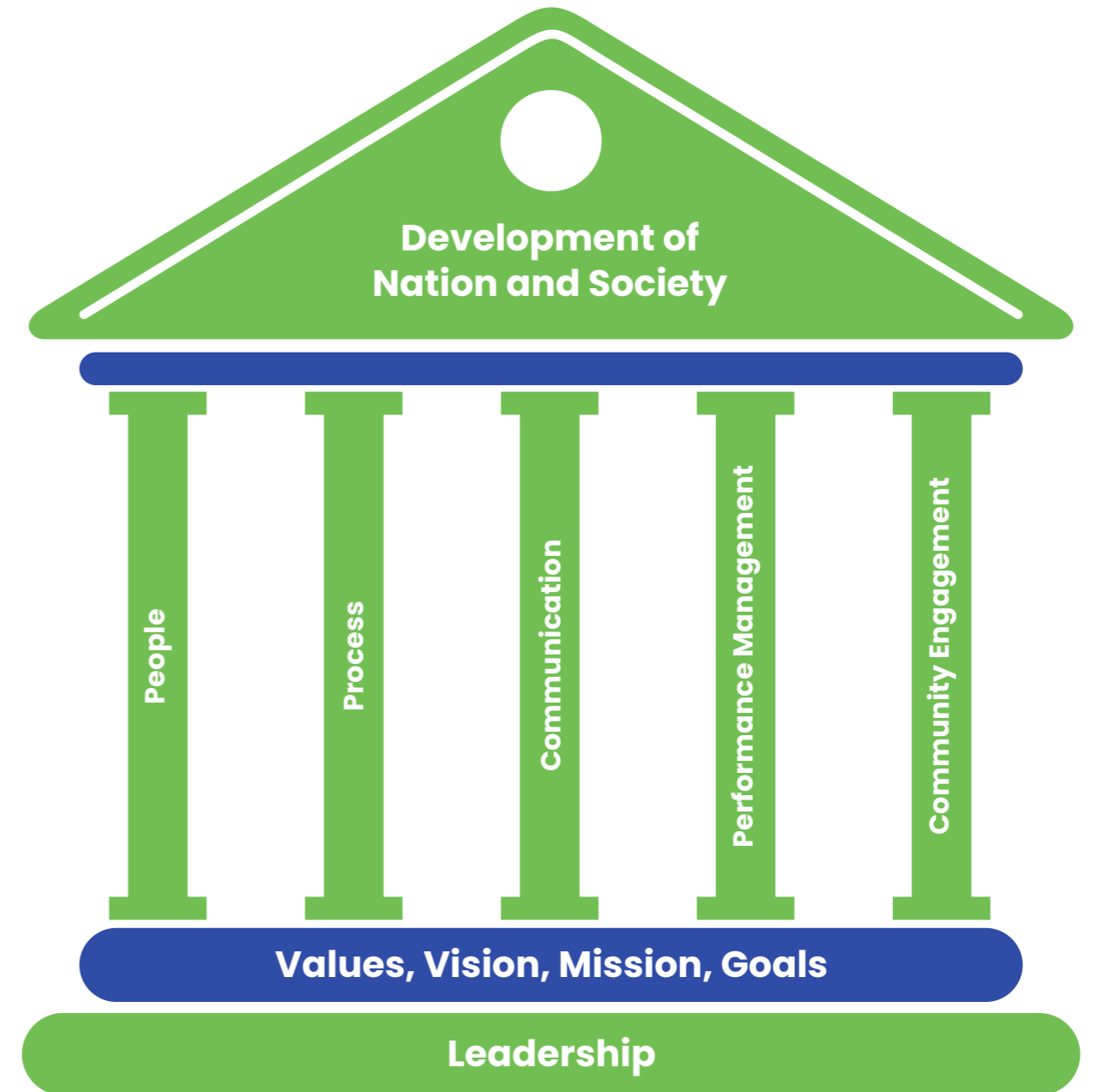
Trust

Believe in Yourself and your Team... Collaborate!!



Building Avaada "House"

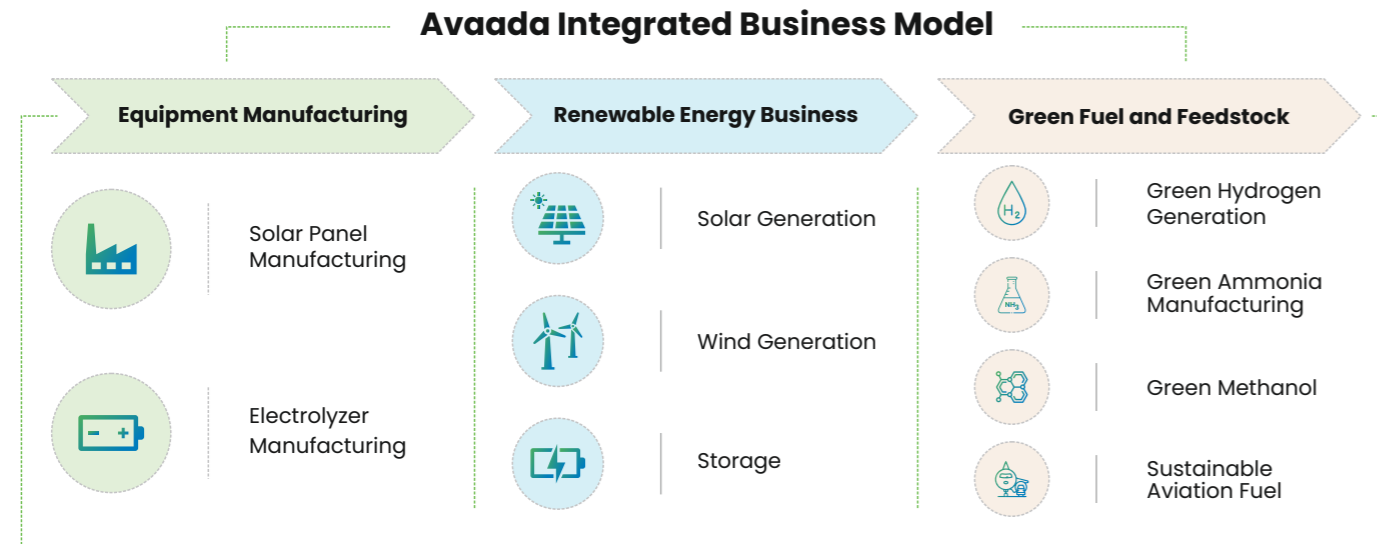
Avaada is well-positioned to deliver sustainable and profitable growth, backed by a strong business model and best-in-class operations and maintenance. Our ability to identify and capitalise on value-add opportunities while mitigating risks has resulted in an unrivalled value proposition in the renewable energy space. We are utilising the most advanced technologies available to improve efficiencies and reduce environmental footprint by diverting dependency on fossil-based power to RE.



New Verticals and Key Business Initiatives

The AVAADA Group has initiated its journey to being an integrated energy player. Based on our impeccable execution, we have set bold targets across businesses. Our strategy is to be present across the energy value chain and unlock the synergies that exist in it.

We are driven to build integrated solar capacities of 11 GW by 2025 and 30 GW by 2030, produce green ammonia, and manufacture electrolyzers. With such expansion and the Group's diversified vision in mind, we aim to become a \$20 billion company that impacts the lives of 5 million people by 2030.



Asset-backed and active across the value chain from sourcing to sales

Renewable Power Generation (IPP Business)

We have an ambitious target as we aspire to have an operational solar power capacity of 11 GW by 2025. We target to reach 30 GW capacity by 2030 driven by scaling C&I portfolio and new business from green ammonia.



Bikaner Solar Plant

We take immense pride in informing that AVAADA ENERGY has established the largest solar plant of 1246 MW (1.2 GW) in India, in the Bikaner district of Rajasthan. With a massive investment of INR 4000 crore, the project location was strategically chosen where state-of-the-art technology is being deployed. Overall, about 4543 acres of land was covered in this project, and its timely implementation is attributed to various teams in AVAADA who have displayed resolute commitment and eminence.

With almost 29,42,608 modules and more than 250 central invertors, the plant has a capacity to produce approximately 2100 MU of clean energy every year. This would provide electricity to approximately 23 million households and support in avoiding about 1.8 million tonnes of carbon dioxide each year.



Solar Manufacturing



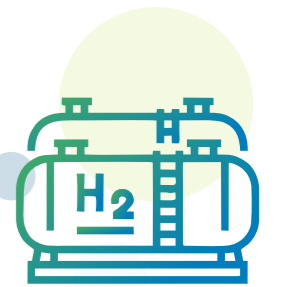
We are aware that solar power capacity addition targets worldwide are quite aggressive and will create massive demand for solar PV modules. The projected capacity addition will create significant demand for solar PV modules, of which bulk of the demand will come from China, the US, Europe, and India. A huge market for solar modules makes solar manufacturing an attractive investment opportunity. Despite massive growth in solar power generation in India, more than 90% of the total solar modules installed annually in the country are sourced from China. AVAADA is looking forward to capitalising on opportunities across domestic as well as export markets for its solar manufacturing business.

We plan to set up our solar cells and module manufacturing facility, and equipment for the facility can be upgraded to meet the requirement of new technologies later. The solar manufacturing business will continue to add value and provide support to the Renewable energy business.

Green Hydrogen and Green Ammonia

AVAADA aims to become the world leader in this sector. We are addressing the technological challenge of producing and supplying green hydrogen from clean energy sources, using a technology that will be competitive much sooner than expected. We are well-positioned to leverage our renewable energy capabilities and looking to partner with the right organisations to develop multiple projects in the Green Hydrogen and Green Ammonia space.

The prioritisation of states for the Green Ammonia project implementation and timelines will be done based on the response from the states in terms of granting incentives. The sites for Green Ammonia production have been finalised based on a structured process to build most cost-efficient projects in the world.



Electrolyser Manufacturing



The Green Hydrogen requirement is expected to grow significantly that will translate into massive demand for electrolyzers. AVAADA is fully geared up to capitalise on a huge opportunity in the Green Hydrogen space and install an electrolyser manufacturing facility in India.

Our strategy is centred around capturing the current value through usage of contemporary technologies. However, we are conscious of technological and future demand, and hence are investing in R&D to be ahead of the competition. Alkaline technology will dominate the next few years. However, with current R&D, efforts in polymer electrolyte membrane (PEM) electrolysis will facilitate accelerated commercialisation.

Wind Power

Our track record vouches for delivering path-breaking wind power solutions in terms of technology, capacity, quality, execution speed and total cost of ownership. We have developed some of the world's largest and most highly efficient grid-connected wind power plants in India.

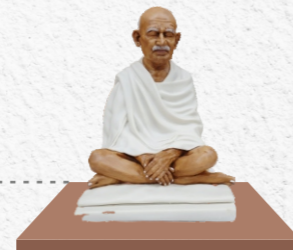


"We are proud to be the part of nation's aim and AVAADA's vision to promote Make in India. We realise that innovation and the use of new technology are needed to be competitive and efficient. Hence, we have established an in-house solar PV module manufacturing division which will help us become more sustainable and reliable in the long term."

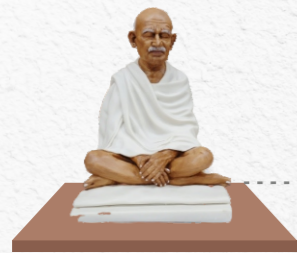
— Vinoo George
President – Manufacturing

Awards and Recognitions

For our achievements on numerous fronts and success in the renewable energy industry, we have received recognitions on various platforms. We have been honoured with several prestigious awards in the categories of climate change and sustainability, which are a testament to our dedication towards a better, greener, and more sustainable future.



**Mahatma Award for
'Gender Equality' 2021**



**Mahatma award for
sustainable and responsible
business practice 2021**
"Climate Change Category"



**Times Ascent Dream
Companies to Work For**
Dream Employer of the Award 2021

**Times Ascent Global
Best Employer Brands**
Best HR Strategy in Line with
Business 2021

**UP Best Employer
Brand Awards 2021**
Diversity Impact Award
Equal Opportunities for Women



**Greentech Energy Conservation
Award 2021**



Global Water Conservation Award 2021
Gold Category



Global Safety Award 2021
Platinum Category



EEF Sustainability Award 2022
Gold Category



4th ICC National Occupational Health and Safety Awards 2022
Gold Category



"I say this with immense pride that AVAADA is among the leading Renewable Energy companies in India. We have demonstrated our competence by completing all our past engagements within targeted budget and timelines. To generate value for our stakeholders while acting responsibly towards society, we give sustainability top priority and incorporate it into every phase of project implementation."

— Gulab Singh
President – Projects

Memberships and Associations

We believe that as a responsible corporate, we need to go beyond compliance management, create shared value for our stakeholders, and contribute to build sustainable communities and a progressive nation. We are a member of a number of industrial and trade bodies. Our participation in these cross-industry forums enables us to simultaneously learn and share our experiences with the world towards building a mutually benefitting society.



Integrated Management System

An integrated management system (IMS) combines all aspects of an organisation's systems, processes and standards into one smart system. This merger allows a business to streamline its management, save time and increase efficiency by addressing all elements of the management system.

We, at AVAADA, have fully implemented an IMS as per ISO 9001:2015, 14001:2015 and 45001:2018 since September 2021. Furthermore, we have internal IMS auditors who thoroughly assess our internal readiness before it is externally audited.

We are also contributing towards UNSDGs through an IMS.



AVAADA's Approach Towards Sustainability

Imagine a world where there is no pollution, where we can breathe clean air, and where global warming is a thing of the past. Imagine a world in which the sun powers our lives and the wind fuels our dreams. A world with an abundance of energy produced from renewable sources. This is the dream that drives AVAADA. The projects we commission, the initiatives we launch, and the outcomes we achieve are all aligned with this grand vision, with a higher purpose and a promise that defines who we are.

A strategy developed in the recent years around the world has enabled the Group to plan its vision and progress towards sustainability as a central and essential element in meeting the global challenge of transitioning to a decarbonised economy. The Group's strategy is centred around the core concept of building a more equitable and inclusive society across the value chain, protecting the environment we live in, and creating future opportunities for our company and its stakeholders.

We believe that sustainability and business coexist. Bringing value to people and protecting the planet are the goals of our distinctive strategy. It achieves outcomes that are beneficial to both parties by combining business objectives with social responsibility and environmental sustainability.

We aim to continuously create value for our shareholders by contributing to the socio-economic development of our communities. Our community initiatives centred around providing education, enhancing empowerment, protecting the environment, promoting healthcare and improving livelihoods in rural India improve the lifestyles of the communities we work with.

At AVAADA, we are working to meet renewable energy requirements not only in India but around the world. Our experience in providing mega solutions for photovoltaics, both in terms of system size and total installed capacity, is our major advantage. We bring an experienced management team that has already delivered commissioning of approximately 5 GW solar project capacity.

Sustainability Advocacy

In the business world, companies benefit by being transparent. Stock markets tend to react positively to companies with strong environmental, social, and governance (ESG) disclosures. This can be seen across both developed countries and those with emerging markets such as India. Sustainability advocacy encourages people, government, and businesses to make choices that support future generations.

We, at AVAADA, engage and participate in several platforms for sustainability advocacy to deliver our thoughts and vision towards sustainability and raise awareness in this space. Some of the notable platforms are as follows:

- Green Hydrogen Global Assembly, Barcelona
- Japan Energy Summit, Japan
- IEEMA's Roundtable on Green Hydrogen, Mumbai
- Global Maritime Forum, NYC
- World Hydrogen Congress, Rotterdam
- COP27: GH2-KPMG ENrich Conclave and Plans of Renewable Energy Players
- COP27: Climate Parliament's CEO & Investors Council on Green Grids
- COP27: ASSOCHAM & CEEW Event
- The Energy and Resources Institute (TERI)
- US-India Sustainability Summit, Maharashtra
- CII Business Summit
- CRISIL Ratings webinar on Green Hydrogen
- Role of Corporations and Philanthropy
- EU-INDIA, New Delhi







Stakeholder Engagement & Materiality Assessment

Stakeholder Engagement

In the business world, companies benefit by being transparent. Stock markets tend to react positively to companies with strong environmental, social, and governance (ESG) disclosures. This can be seen across both developed countries and those with emerging markets such as India. Sustainability advocacy encourages people, government, and businesses to make choices that support future generations.

We, at AVAADA, engage and participate in several platforms for sustainability advocacy to deliver our thoughts and vision towards sustainability and raise awareness in this space. Some of the notable platforms are as follows:



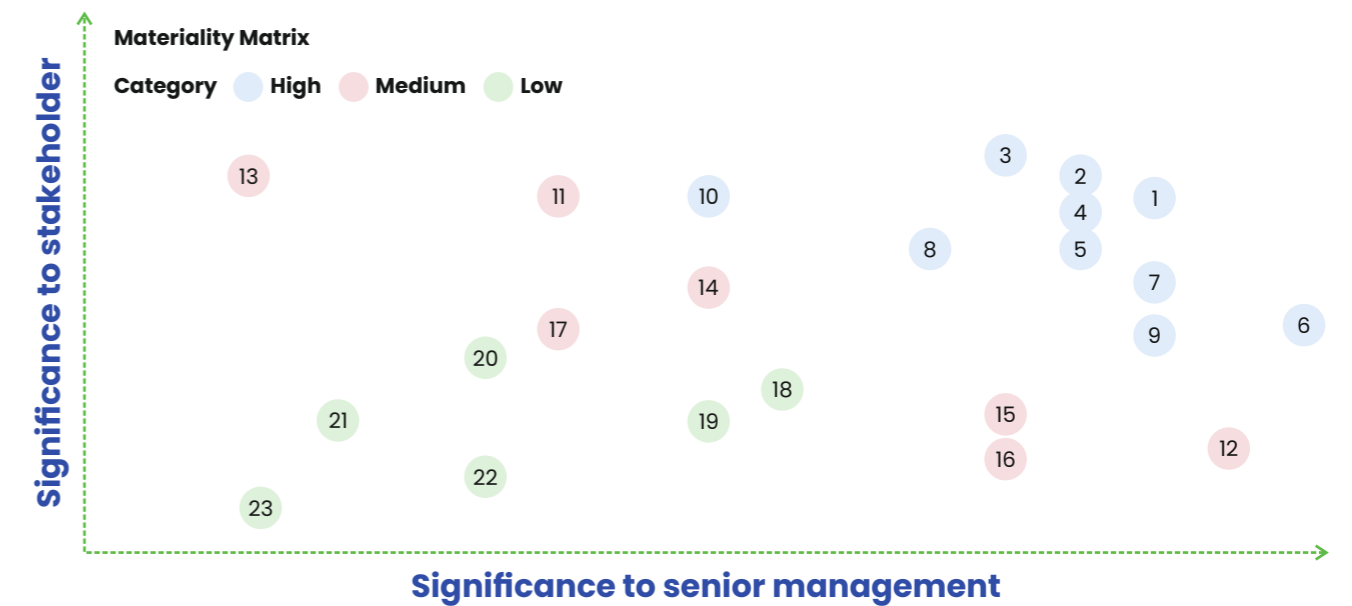
Stakeholder	Key Concern	Mode of Engagement	Frequency
 Employees	Employees play an important role in strengthening and developing a solid network and a versatile company. Their combined knowledge and skills are critical to growth of business operations, innovation & design.	Satisfaction surveys, social media, grievance redressal emails, journals and one-on-one meetings with employees	Annual, quarterly, monthly, daily
 Suppliers / Vendors	Suppliers, vendors and contractors play a vital role in the success of our business, equipping us with the essential materials and services to carry out our activities. They help us obtain high-quality resources that enable us to develop effective solutions.	Supplier meets, vendor development programmes, one-on-one meetings, need-based meetings and website	Annual, quarterly, monthly, daily
 Customers	Customer satisfaction is a major contributing factor for the growth of our company. By providing customers with world-class services, we increase the customer base exponentially and enhance the reputation of the company.	Customer interactive meetings, customer satisfaction surveys	Annual, quarterly,
 Industry partners	Partnerships with prestigious industry bodies and major associations allow us to raise industry issues and communicate collective opinions to the government. We continuously engage with our peers and partners through trade and industry associations.	Seminars, conferences, industry expos, interviews, reports and newsletters	Need-based
 Communities	Communities give us a social licence to operate, and their beliefs drive us to invest a portion of our profits in the design and implementation of social interventions. Their input helps improve education, health, sanitation and hygiene facilities for better standards of living and value creation in the communities in which we operate.	Meetings and direct interaction, community events, needs analyses and impact assessments, CSR initiatives, corporate communication materials	Need-based
 NGOs/Civil Society Organisations	We have a well-defined CSR implementation framework. We manage the most of our CSR projects and very few are done with partners from private organisations.	Project meetings, annual reviews	Need-based

Materiality Analysis

We periodically conduct materiality assessments to assess matters that may have a material impact on our business continuity. Our last materiality assessment was conducted in FY 2020–21. We have a formal process for evaluating and prioritising our material topics. As part of this process, a four-pillar approach was finalised to identify key themes:

- > Peer identification and secondary literature review of industry performance and sector-specific global standards;
- > Stakeholder identification, prioritisation and engagement with stakeholders;
- > Feedback from internal and external stakeholders;
- > A hybrid research model to prioritise topics using both quantitative and qualitative data.

Materiality assessments help us understand and address the issues that matter the most to our internal and external stakeholders. These assessments describe how AVAADA's economic, social and environmental impacts are felt along the value chain and how they translate into risks and opportunities for us today and in the future. Below is the materiality matrix that reflects the ESG material topics that are significant to us.



The results of the materiality assessment are considered taking into account factors such as emerging risks and opportunities, external factors, legal and regulatory contexts, and market dynamics. The laundry list of material topics based on their priority – high, medium or low – are well-defined below:

- 1. Land management
- 2. Climate Change & Emission Reduction
- 3. Biodiversity
- 4. Emergency preparedness and resilience
- 5. Water Efficiency
- 6. Risk Management
- 7. Economic and financial value creation
- 8. Cyber security
- 9. Employee Health and Well-being
- 10. Asset and Project Management

- 11. Sustainability in Supply Chain
- 12. Energy Efficiency
- 13. Community engagement and Development
- 14. Waste Management
- 15. Diversity and Inclusion
- 16. Promoting Human Right
- 17. Regulatory Compliance

- 18. Innovation and Technology adoption
- 19. Sound governance and fair corporate conduct (Anti corruption and Bribery)
- 20. Employee Learning and Skill Upgradation
- 21. Talent Acquisition and Retention
- 22. Public policy advocacy
- 23. Transparency in Disclosures

High Medium Low

Operational Excellence

AVAADA means 'a promise'. As leaders in the renewable energy business, we promise to bring value to people, protect the environment, and create value for a sustainable future. Inspired by the Ayurvedic philosophy and the idea of balance, we aim to work in harmony with nature in everything we do. It is a unique style of conducting business that is mindful, sustainable, and concerted. We combine ideas, technology, and people to inspire a new lease of life in the renewable energy sector.

Economic and financial value creation

We are strongly committed to our firm and pledge to provide plentiful, inexpensive, and clean energy to the world. We are preparing the world for the future in the renewable energy sector on the strength of our credentials and the confidence of our stakeholders. To concentrate on inclusive growth, we combine our knowledge and experience of working with communities, and incorporate it into our day-to-day operations.

Our company's values and capital structure enable us to guarantee the availability of the necessary funds to maintain growth and address new risks and opportunities in the industry.

Our economic performance in FY 2020–21 and FY 2021–22 is highlighted in the table below:

S. No.	Parameter	FY 2020–21	FY 2021–22
Amount (INR Million)			
Economic Value Generated (A)			
1.	Revenue	7498.07	49269.73
Economic Value Distributed (B)			
2.	Operating costs	5948.56	47658.57
3.	Employee wages and benefits	336.86	451.14
4.	Community investments	14.54	14.48
Economic Value Retained (A – B)		1198.11	1145.54



"Being a responsible corporate citizen, we are committed to maintain a balance between achieving business goals and protecting the environment and society. We strive to operate efficiently by maximising profitability while considering the environmental and social impact of our operations and to run our business in a safe and sustainable manner."

– Deepak Agrawala

Senior Executive Vice President - Equity & Investor Relation

Risk Management

We believe that risk management systems and processes are vital in achieving the strategic objectives of an organisation. We thereby have a dedicated enterprise risk management (ERM) system that is aligned to the international standards. This system is governed by a risk management committee to elude the threats that emerge from our operations such as investments, health and safety, IT and cybersecurity, procurement and supply chain.

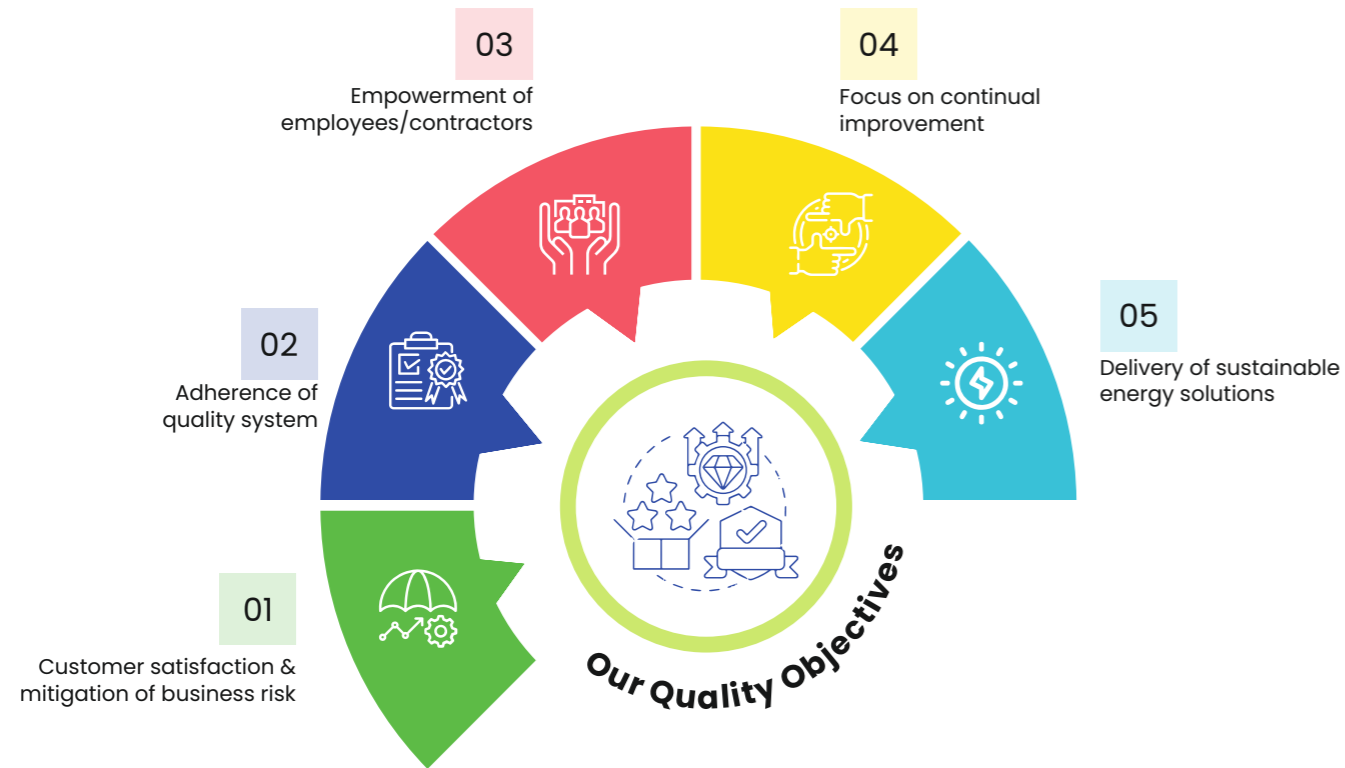
To efficiently manage risks, we perform a continuous compliance management which monitors and assesses the systems and processes. We also have in place the EY Compliance Tool that assists us in developing and mapping a compliance framework. We hold that promoting sustainability in the supply chain benefits not only our company and stakeholders, but also the world at large. Hence, we aspire to uphold our commitment to high standards and conduct our business responsibly and ethically.

Quality Management

At AVAADA, quality is our way of doing business and is deeply rooted in our foundation. We have a strong quality management system duly certified for the ISO 9001 standard and supported by robust policies, system and business processes having zero tolerance, thereby yielding continuously increasing results sustainably.

We ensure that the quality of construction at AVAADA is in alignment with the customer requirements, fulfils key stakeholder expectations, and achieves superior economic performance. We strive to improve the efficiency of our business processes through our policy in order to increase the return on investment for our associated investors and customers. We ensure the involvement of employees at all the levels by imparting adequate and appropriate training and awareness programmes with effective communication internally and externally. In FY 2021–22, we conducted approximately 350 trainings and 25 awareness sessions. We also have a regularly inspected field quality plan in place for different sites.

Quality is inbuilt in everything we do with the following key objectives:



Through our quality management system, we continually seek to enhance the efficiency of our business processes to further increase the environmental, social and economic return for our stakeholders. Our quality focus starts from bidding and continues throughout the life of the plant. Vendor selection and performance evaluation are two of the key aspects which we ensure to maintain quality. We also have in place strong quality control methods of renowned organisations such as M/s TATA Projects and M/s TUV Nord for inspections and continuous monitoring at the site. This is done under the guidance of our Quality Department as per the defined field quality plans, inspection checklist, RFI system, and manufacturing quality plans. We also have a dedicated and fully equipped quality laboratory to control the quality at our site.



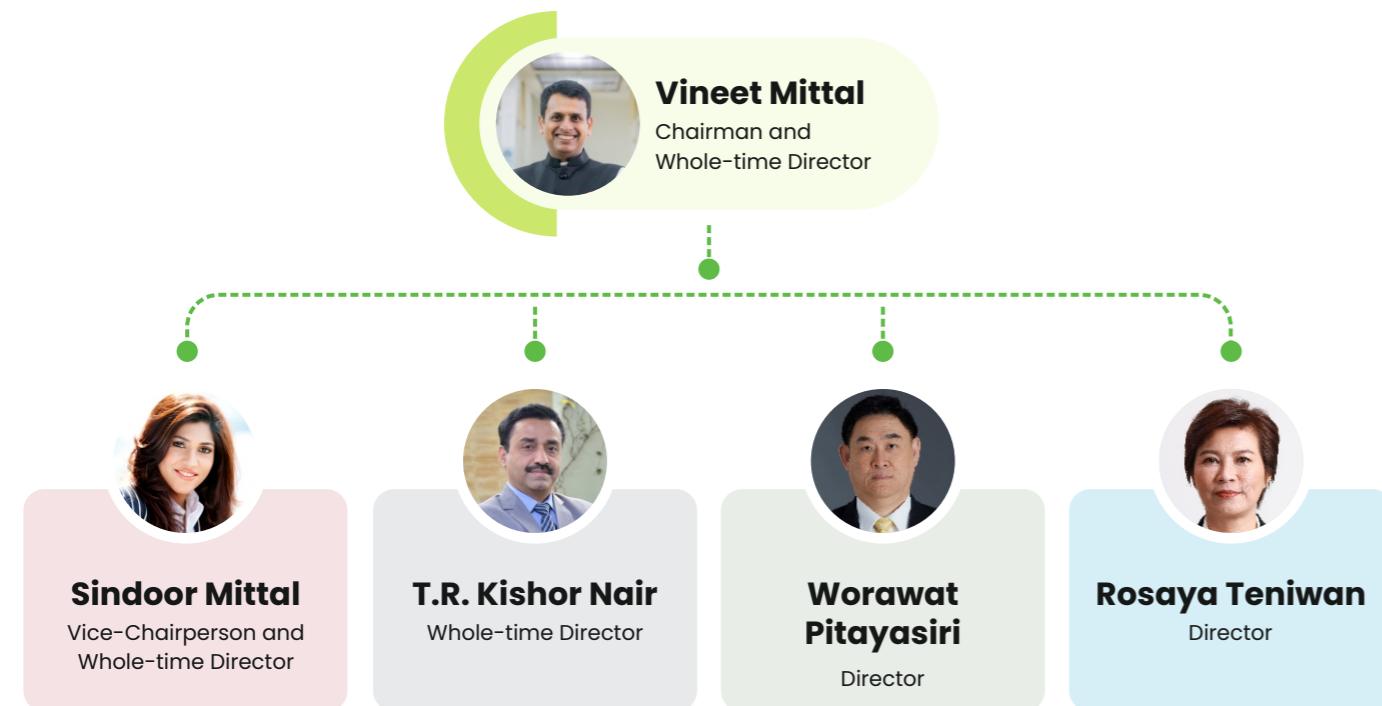
"At AVAADA, quality is the way we do business. For us, quality means exceeding all stakeholder expectations, thereby achieving superior economic performance using established systems and processes. Every employee of AVAADA and its partner is committed to follow a quality management system, its practices and strives for continual improvement so as to reach excellence levels."

— Anurag Jain
Senior Vice President - Quality & Business Excellence



Governance at Avaada

Avaada is led by a highly competent management team and professionals with extensive experience in the renewable energy industry and a proven track record of success. We rely on the expertise of our Board of Directors in areas such as corporate governance, business strategy, and operational and financial capabilities.



With significant expertise in the renewable energy sector, a thorough grasp of project management, and a demonstrated track record of success, the Board of Directors has established high criteria for the our workers, officers, employees, and directors. To carry out its obligations and duties, the Board of Directors adheres to the processes and standards outlined in these rules. These guidelines may be modified from time to time as the Board of Directors deems necessary in the company's best interests or as required by relevant laws and regulations. To ensure the its effectiveness and alignment with all stakeholders' interests, the Board meets at least once in three months. The EHS team reports ESG matters to the Chief Operating Officer who is also the Whole-time Director of the company.

During FY 2021-22, Mr. Vineet Mittal, Mrs. Sindoor Mittal, and Mr. T. R. Kishor Nair were appointed as the Whole-time Directors of the company for a period of five years from July 13, 2021 to July 12, 2026. Mrs. Sindoor Mittal has been appointed as the Vice-Chairperson and Ms. Rosaya Teinwan and Mr. Worawat Pitayasiri were appointed as the Directors. Mr. Mayank Choudhary, Dr. Umakant Panwar and Mr. Mitish Somani had resigned as the Directors of the company with effect from July 13, 2021.

We have two women on the Board, representing 40% of the Board's strength, for more effective decision-making and greater utilisation of the talent pool.

The committees of the Board of Directors at AVAADA Energy Private Limited are as follows:

- Audit Committee
- Finance Administration and Bid Committee
- Environmental & Social Committee
- Corporate Social Responsibility Committee
- Remuneration Committee

Audit Committee:

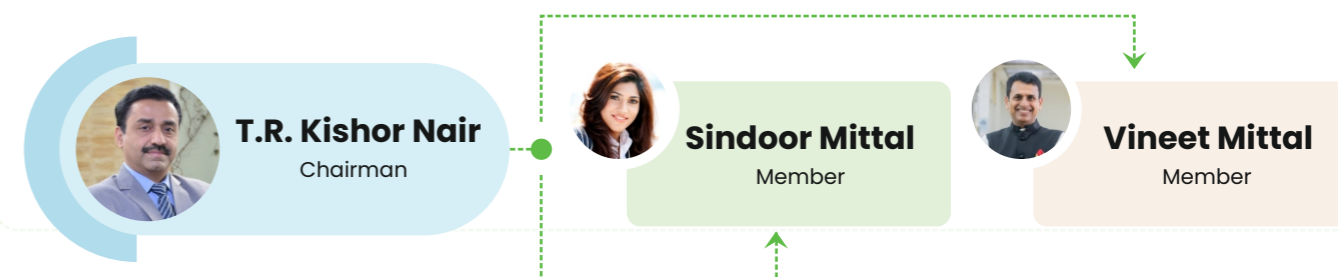
👤 T.R. Kishor Nair, Chairman of the Audit Committee

👤 Vineet Mittal

👤 Sindoor Mittal

Responsibility:

To review and monitor the integrity of the financial statements of the company and the effectiveness of the company's internal controls and internal procedures including financial and risk management systems/policies; to establish a framework for determining transactions in an ordinary course of business and that transactions are at an arm's length basis; to scrutinise the inter-corporate loans, guarantees, provision of security and investment; to review the company's procedures for detecting frauds, irregularities, etc. as laid down under the provisions of the Companies Act, 2013.



Finance Administration and Bid Committee:

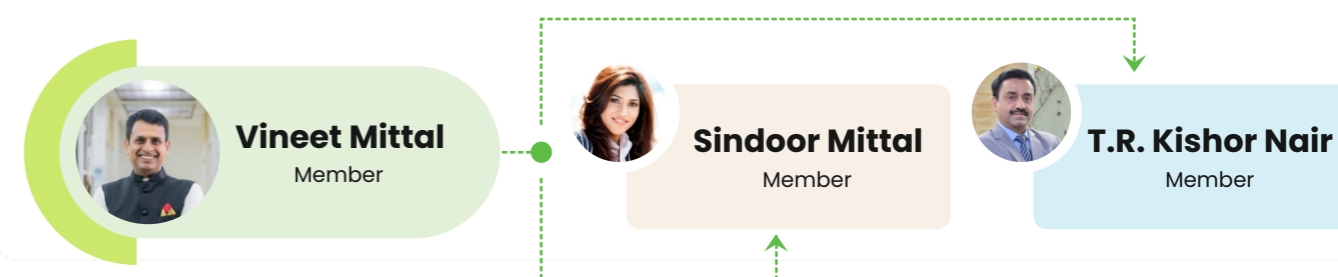
👤 Vineet Mittal

👤 Sindoor Mittal

👤 T.R. Kishor Nair

Responsibility:

To open, operate and close bank accounts in the name of the company; to appoint authorised representatives on behalf of the company before various government authorities; to avail credit facilities from lenders; to make or give loans to any subsidiary or furnish agreed security for loans availed by the subsidiary companies; to invest in subsidiaries; to participate in various bids; to incorporate special purpose vehicles; to enter EPC arrangements, etc.



Environmental & Social Committee

T.R. Kishor Nair

Dr. Chhavi Ankita

Murtuza Kakuji

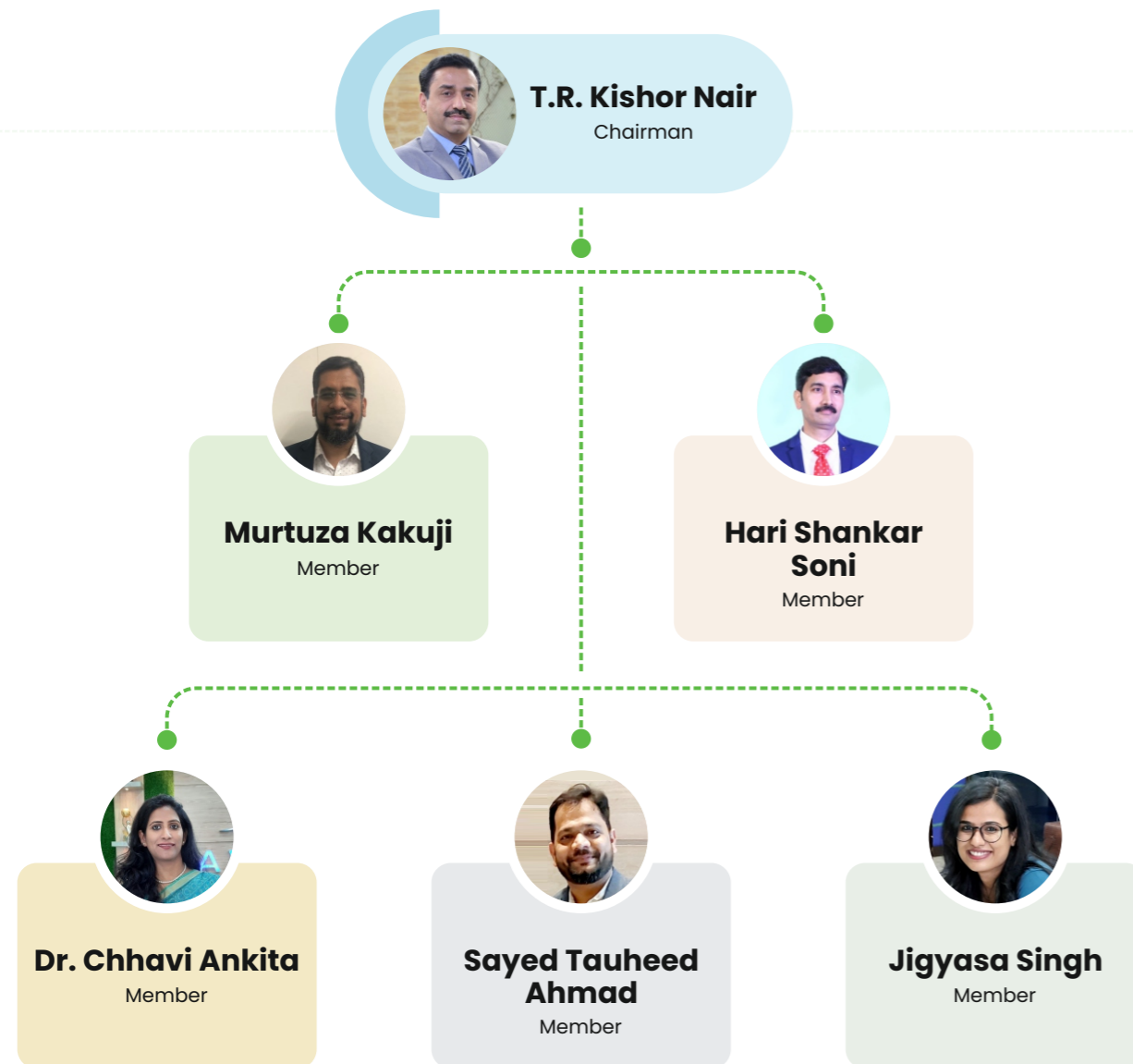
Sayed Tauheed Ahmad

Hari Shankar Soni

Jigyasa Singh

Responsibility:

To showcase the leadership involvement in environment and social governance; to apprise the leadership on sustainability- and environment-related topics/initiatives during the quarterly review; to confirm that the management plays a proactive role in ensuring that AVAADA maintains its sustainability standards as per national and international regulations; to ensure AVAADA goes beyond compliance to achieve the core objectives of Sustainable Development Goals.



Corporate Social Responsibility Committee

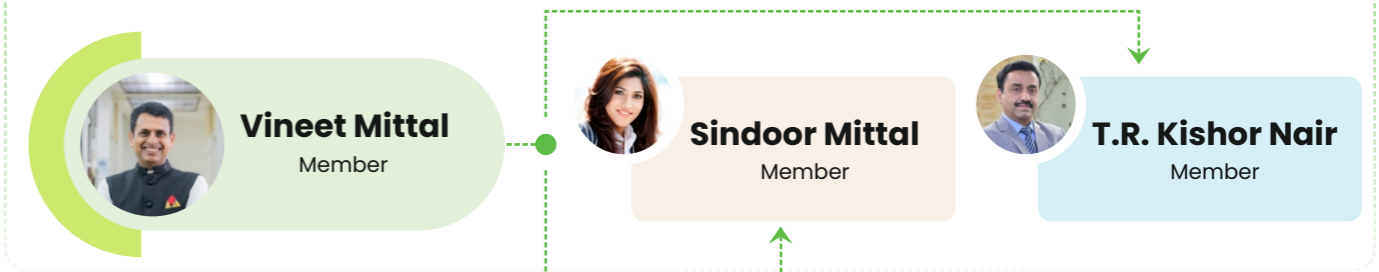
Vineet Mittal

Sindoor Mittal

T.R. Kishor Nair

Responsibility:

To formulate and recommend to the Board a Corporate Social Responsibility Policy; to recommend the amount of CSR expenditure; to prepare a CSR annual action plan; to fix the annual budget; to monitor the Corporate Social Responsibility Policy of the company from time to time and report to the Board.



Remuneration Committee

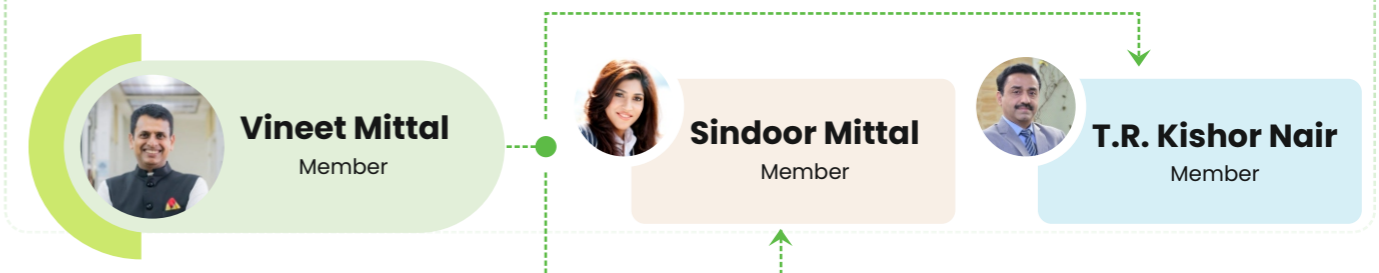
Vineet Mittal

Sindoor Mittal

T.R. Kishor Nair

Responsibility:

We had constituted the Remuneration Committee in the Board meeting held on September 6, 2021. To recommend to the Board a framework or policy for employee recruitment/appointment of a director, remuneration, induction, incentive schemes, appraisals; to suggest executive management succession plans including professional, career development for key and high-potential executives and code of conduct, etc.



We have the following policies and code of conduct in place which outline our commitment to ethical and reliable governance throughout our business value chain.

- Standard/Code of Conduct and Ethics
- Anti-Bribery and Anti-Corruption Policy
- Anti-Harassment and Bullying Policy
- Whistleblower Policy
- Policy for the Prevention, Prohibition and Redressal of Sexual Harassment of women at workplace
- Code of conduct for all Board members and senior management of the Company
- Human Resource Management Services Policy
- Land Procurement Policy
- Quality Policy
- E-waste policy
- Environment, Health, Safety and Sustainability Policy
- Corporate Social Responsibility Policy
- Corporate Law compliance Policy
- Vendor Management & Development SOP

All these listed policies form the basis for conducting the business according to applicable laws and rules and an overall adherence to policies, pertinent laws, etc. In addition, we pledged to develop new policies or amend policies whenever necessary.



"We are proud of our performance on critical environmental, social, and governance issues, and we are committed to focusing on the triple bottom line. We have an Environmental and Social Committee in place that diligently attends to our ESG requirements."

— Jyoti Mistry
Senior Vice President - Secretarial & Compliance



Value chain Management

We, at AVAADA, constantly strive to make a positive impact on the world through innovation in our work. We feel responsible for the well-being of all our stakeholders – employees, local communities, vendors, suppliers, and our customers. Value chain management is significant for ensuring quality control, understanding key drivers in our business model, and undertaking initiatives to better serve all the stakeholders.

In this direction, we regularly liaise with our stakeholders through meetings, satisfaction surveys, kick-off meetings, and feedback sessions. A significant part of our value chain comprises activities done by suppliers and vendors. Therefore, we undertake safety and sustainability qualification of suppliers' management systems to ensure that our suppliers have an acceptable standard before entering into a contract. The qualification is based on the review of the suppliers' management system according to the main principles of ISO 9001 (quality), 14001 (environment), and 45001 (occupational health and safety). We work closely with our suppliers and regularly verify deliveries to ensure that agreed actions are undertaken.



Sustainable Supply Chain

In line with our commitment to conduct business responsibly, we are cognisant of the environmental and social impacts of our supply chain and strive to undertake sufficient mitigatory measures to ensure sustainability at every step. This helps us minimise unsolicited supply chain shocks, eliminate non-compliance risks, and create an ecosystem for responsible businesses. Our vendors and suppliers are the key facilitators of our business operations and partners for continued service delivery. We recognise their role in helping us achieve our ESG commitments for responsible business practice at the core level. Therefore, we follow a stringent process for selecting and collaborating with our suppliers, which is detailed in our Supplier Code of Conduct. The code is embedded with ESG principles and entails provisions promoting socially and environmentally responsible operations of our suppliers such as provisions regarding child labour, forced labour, no-gift policy, and reusable packaging.

We conduct regular workshops and awareness sessions with our suppliers throughout the project lifecycle to ensure they are well-inducted with the nitty-gritty of our code as well as to provide an effective forum for two-way communication and feedback. We also conduct periodic inspections and performance audits to ensure our suppliers are compliant to the code as well as the regulations of the land. At the same time, we conduct capacity-building sessions to foster responsible business by our suppliers. We take pride in the fact that most of our suppliers have continued to work with us over the course of several years.

Additionally, we conduct a yearly vendor assessment exercise with all the departments wherein all the vendors on our system are rated based on six criteria ranging from the quality of the services provided to the compliance with health and safety standards at their worksites. This enables us to engage with responsible vendors and, in turn, helps us maintain the quality of our work. We have developed and implemented an environmental and social management system (ESMS) that is in accordance with national regulations, environmental and social requirements of the International Finance Corporation Performance Standards (IFC PS), Asian Development Bank Safeguard Policy Statement (ADB SPS) and other best international practices. As part of the ESMS, an Environmental & Social Screening Checklist, based on the ESG parameters, is used to assess all our service vendors before their onboarding. 100% of our service vendors were evaluated based on the E&S checklist in FY 2021–22.

Moreover, contractors and subcontractors are effectively supervised and monitored at their respective sites by qualified and trained EHS officers to ensure their compliance with the applicable environmental and social requirements.

It is our constant endeavour to promote local employment at our projects by engaging with local contractors, subcontractors, and suppliers. We positively discriminate in favour of our vendors who aim to maximise the usage of significant local procurement and employment as part of the supplier and subcontractor selection process. We also promote local skill development through training and certifications for fulfilling our commitment to local employment.

We procure equipment and materials majorly from 115 vendors spread across India. Additionally, we onboarded 750 new vendors in FY 2021–22 for our diverse requirements and have successfully built a cordial and collaborative relationship with them.



"Sustainability at AVAADA is integrated in our core business strategy and is an essential part of heritage of innovative, efficient products, and our long-term commitment to our communities and mother Earth. As a responsible corporate citizen, we believe in co-creating value along with our suppliers. To streamline our vendor selection, management and retention processes, we have categorised our vendors based on criticality. Our procurement practices are focused on reducing our environmental impact, conserving natural resources, increasing our reliance on renewable energy sources, and improving the condition of the ecosystems in which we operate."

— Radha MS
President – Procurement

Risks and Opportunities

The world is changing at an unprecedented rate in all aspects – economic, social, political, and climate. Therefore, we, at AVAADA, ensure business continuity and value creation in line with our vision. We firmly believe that risk management systems and procedures must be in place in order for the organisation to fulfil its strategic objectives.

We have in place an ERM system, framework, and procedure in alignment with the international standards, i.e. ISO 31000 standards. In accordance with this set framework, we conduct periodic risk assessments and monitoring annually or as and when to efficiently manage and mitigate the identified risks.

To develop a formal and centralised financial control, we have an Internal Financial Control (IFC) System, which is kept in check with a Risk Control Matrix (RCM) which was developed through extensive external consultations. These internal controls are then incorporated into our enterprise resource planning (ERP) system, which helps us prioritise prevention over detection. Internal accounting controls are subsequently established in SAP to ensure the correctness of financial data and to prevent fraud and other wrongdoings. To comply with the evolving needs, we conduct a periodic evaluation of existing procedures.

Furthermore, to strengthen our internal financial system and avoid frauds, we have a separate approver and person responsible for issuing checks, as well as a different employee with the right to sign on them.

Additionally, we have developed an internal WAGER tool to recognise potential risks to our business. This is achieved via carrying out a comprehensive context analysis using SWOT and is currently implemented through our quality management system, environment management system, and occupational health & safety management system.

Once we make sure that our internal financial systems are concrete, we recognise the existing opportunities and work towards tapping them at the right time in the right way. Where India announced its target to reach net zero by 2070, we, at AVAADA, are working towards early achievement of this target through our focus on renewable energy and shifting towards manufacturing and production of green ammonia and solar modules. Through this, we also intend on reducing Scope 3 emissions by cutting down on carbon footprint in imports of these materials, while also giving an impetus to Make In India. We not only consider AVAADA, but also our nation, as one family. Thereby, we diligently work towards achieving India's Nationally Determined Contributions (NDC) of transitioning towards 50% of non-fossil fuel-based power sources.



Environment

Environmental Performance

Avaada has implemented ISO 14001:2015, which demonstrates our ability and commitment to manage environmental responsibilities in a systematic manner that contributes to the environmental sustainability pillar. We have also enforced an Environment, Health, Safety & Sustainability (EHS&S) Policy to conduct an effective governance and control on aspects related to environment, health and safety. We also celebrate various national and international days such as World Environment Day, Earth Day, Water Day, Ozone Day by conducting competitions, speeches, nukkad naatak, etc. to demonstrate and raise awareness around environment aspects.

SUSTAINABLE DEVELOPMENT GOALS

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



World Environment Day Celebration at Avaada

Energy & Emission Management



Climate change is one of our generation's most pressing concerns, posing a fundamental threat to species, geographies, people's livelihoods, and business continuity. Through continuous innovation in solar energy technology, we are committed to provide sustainable and efficient non-conventional energy generation solutions. To solve the crisis and mitigate the risks associated with it, we must work together to develop and implement long-term strategies to meet climate goals. Because energy production and consumption are major contributors to climate change, the energy sector is essential in climate change planning.

All our solar power plants are operational through complete renewable energy consumption. As a measure to enhance efficiency, all our premises are automated to temperature and illumination to control power usage. Conventional fuels account for a small portion of our total energy consumption, with most of our transportation relying on petrol or diesel. Our ongoing efforts to increase the proportion of renewable energy in India's power mix aim to reduce the amount of greenhouse gases (GHG) released as a result of non-renewable fossil fuel use, which contributes to global warming.

Energy consumption from renewable sources (within the organisation)	(in GJ)
Direct energy (TJ/GJ)	1234.79
Indirect energy (TJ/GJ)	37770.94

Since solar modules/panels must be cleaned on a regular basis to maintain efficiency and power generation, our facilities have a robotic system for dry module cleaning. These robotic systems are self-powered and have a solar charging facility, allowing us to draw no power from the solar plant. This has reduced our dependence on water and fuel. Further measures taken to increase efficiency are mentioned below:

Energy Conservation Measures



Lighting control

Control of periphery lighting configured in SCADA, which helps in the consumption of aux power efficiently, resulted in reduction of power consumption by 3-5%. Using the grid support function of inverter and putting additional PPC is resulting in low aux consumption as well as reduction in equipment heating failure and more grid stability.

Module Cleaning by Robotic system

Solar power plants do not require water in the electricity generation process. However, during the operation phase, water is required for cleaning of solar module to maintain its efficiency. As a conscious corporate house, we have adopted a dry robotic cleaning system instead of wet cleaning of solar module for water conservation. This system also helped us save 10,000 litre of diesel/year which was earlier consumed in sprinklers for wet cleaning of modules. The module cleaning system is self-powered and does not draw any power from our solar plant.



Aux Power Consumption Management

We chose to use an automatic model which is developed for reducing the wastage of electricity in using the auxiliaries such as inverter fan, peripheral lighting, etc. The system is capable of controlling lights and fans in a room depending upon various parameters such as radiation level and room temperature. All these parameters are measured through various sensors and the controlling is done by a micro-controller. This model consumes very low power and helps in saving a significant amount of energy.

Regular inspection

Regular hotspot identification and inspection using thermal imaging has resulted in less power consumption. This has been an efficient method of detecting and analysing any failure or defect, thereby saving energy. Thermal scanning of switchyard joints and connections at 220 kV and 132 kV prevents unnecessary failures and losses. All station auxiliary transformers ranging from 10 kVA to 630 kVA are IS1180 (Energy Efficiency Level II) and BEE (4-star rating). All auxiliary transformers from 10 kVA to 630 kVA are low-loss energy-efficient transformers. The losses are low and almost reduced by 7% with extended kVA rating of aux transformers.



Reactive power compensation

This is done using the inverter to support grid and stabilise voltage. We are now using PPC (power plant controller), which supports corrective action in case grid frequency varies beyond the permissible operating limits. It also keeps reactive power in the required automatic mode. This avoids unnecessary heating of the inverter components.

Energy-efficient components

We have also achieved energy conservation through measures taken to replace conventional appliances and equipment with energy-efficient appliances such as energy-efficient air conditioners. Further steps include replacing conventional lights with LED lights, using energy-efficient components in equipment (e.g. inverter), and enabling remote monitoring and operation of fans on solar transformer (ONAF). All the electronic components are IEC certified.

Emissions

One of the most significant problems facing us is climate change, which poses a fundamental threat to life as we know it. Its spillover effects have direct and indirect consequences on geographies, livelihoods, and corporations. Corporations, through their operations, contribute to the matter by releasing GHG emissions into the atmosphere. At the same time, climate change is an imminent risk to business continuity as it accentuates several physical and transition risks.

Therefore, the need of the hour is to consciously take decisive action to address the problem and actively mitigate the hazards that come with it. The energy sector contributes to over two-third of greenhouse gas emissions and therefore plays a critical role in mitigating the effects of climate change. In India, the energy sector is the largest contributor to GHG emissions, being responsible for over half of the cumulative emissions. This may be attributed to the country's reliance on coal-based power generation. Hence, renewable energy producers have a significant role to play to decarbonise the Indian energy sector and, by extension, the country.

We are a purpose-driven clean energy producer, thus sustainability is engrained in our consciousness. We strive to minimise the environmental impact created by our operations. As a renewable energy producer, the company's operations are instrumental in reducing emissions as per the national goals. We have embedded innovation into our manufacturing, deployment, and operation phases and have successfully ensured minimal emissions.

We have a target of 30 GW of operations by 2030 which will help us avoid 51 million tCO₂e per annum. Several of our projects are already approved under globally reputed carbon schemes with many others being under different stages of the approval process. We are not an emission-intensive sector and our operations at sites are almost renewable powered. We only generate GHG emission from vehicles at site and campuses that are either diesel or petrol powered. Furthermore, we have calculated Scope 1 and Scope 2 emissions from our operations in FY 2021–22.

Emissions	FY 2021–22 (in tCO ₂ e)
Scope 1	106.12
Scope 2	8639.85

*Boundary for Scope 1 includes petrol and diesel consumption at operational units due to on-site vehicles.



"For us, operational excellence is about driving a vigour for innovation across the organisation, embracing new-horizon best-in-class technologies and implementing internationally recognised management standards. We adhere to the highest standards of operation and maintenance. Our aim is to operate and maintain our facilities and projects in a sustainable and responsible manner to ensure efficiency and better output. Our focus on incorporating sustainability in our operations is exemplified by our innovative interventions such as robotic dry cleaning of solar modules that is water-efficient and saves manual labour, among other benefits."

– Rajesh Bihari Dwivedi
Assistant Vice President - Operation and Maintenance

Water Management



We, at Avaada, are committed to the management and conservation of water resources as we understand how important it is as a finite resource that ecosystems rely on. Freshwater is a precious resource that is becoming scarce in many locations due to rapid population growth, water pollution, and groundwater depletion. Therefore, water conservation is a crucial factor that we consider while planning and designing our projects.

The major utilisation of water at AVAADA is for domestic use, plantation activities and 1-2 cycles of module cleaning. Requisite approvals/NOCs are obtained from relevant authorities in case of any ground water abstraction. Total water consumption for our domestic, plantation and operational purposes during the reporting year was 69736.13kl.

As a water conservation measure, we have designed project layouts which are cost effective for dry-cleaning systems and accordingly adopted continuous long table-type designing which is compatible with robotic dry-cleaning system. Eventually, because of adoption of a robotic dry-cleaning system, we have reduced water consumption by up to 93%. Additionally, we have taken the following measures across our entire portfolio for water conservation/resource management:

- Storm water drainage system connected to rainwater harvesting structures
- Rainwater harvesting ponds
- Check dams
- Recharge shafts
- Rooftop rainwater harvesting



71 nos.
Rain water harvesting systems



Rainwater harvesting system



Dry Robotic Cleaning system

Waste Management



Being a renewable energy company, we realise that criticality of optimisation of material consumption is as necessary as our vision to promote sustainability. In accordance with the goals of our environmental management system, Avaada is devoted to decreasing and recycling its waste. Thereby, we make sure that effective procedures are in place to manage waste (solid and liquid) efficiently. We also have in place standard operating procedures (SOP) to manage handling and disposing waste at construction, operation, and maintenance sites.

Types of waste at Avaada

We, at Avaada, ensure minimisation of waste. Even the packaging materials, such as wooden pallets, are reused as furniture in our organisation's premises. The only solid waste generated from our plants is the damaged/broken solar modules which are being safely stored in steel containers. Most of our solar panels have an insurance and are collected by the insurance parties. Rest of the panels are collected by an authorised third-party vendor. Other solid waste and scrap materials such as cable parts and carton box (packaging materials) are stored in a designated area and sold to the local vendor.



Additionally, there is no liquid effluent generated from project sites. The only waste generated is from pantry and toilets, which is disposed through a septic tank followed by a soak pit.

Storage of damaged / defunct solar modules

Biodiversity

Genetically, ecologically and at the species level, Earth supports a rich and wide variety of life. Ecological sustainability is necessary to sustain all the life forms. However, relentless pursuit of economic growth coupled with climate change has brought about one million species at the doorstep of extinction. Such facts have led scientists to believe that the world is in the middle of a sixth major mass extinction, which is anthropogenically induced.

The decline in biodiversity is not just an environmental issue, but also an economic, security, moral and ethical one. Targets for responsible reintroduction and their management must be set in order to respite the accelerated loss of biodiversity.

Renewable energy uses are unlikely to have a significant impact on an area's biodiversity. However, to further our mission of promoting sustainability, we have developed an approach to administer our operations systematically and ardently. This would ensure that there is no loss or impact on biodiversity.

Ensuring Protection of High Biodiversity Value Areas

As an RE company, our success depends on limiting the effects of our initiatives and operations on the environment and biodiversity. The ecosystems in which we work are closely tied to the sustainability vision of our company. Our economic decisions are motivated by our policy to conserve biodiversity. As a result, all the projects at AVAADA undergo Environmental Social Impact Assessment (ESIA).

All our project sites are fenced to prevent human-wildlife conflict, animal electrocution, and damage to our solar panels. Furthermore, vehicle movement at night during the construction phase is restricted to avoid direct contact with wild animals. This ensures minimal impact to ecosystems and associated biodiversity.

We have also adopted the Miyawaki technique for plantation of native species in and around our operational boundary. This helps us to develop green canopy in a short span of time. This method includes planting trees only of native species as close as possible in the same area which not only saves space, but the planted saplings also support each other in growth and block sunlight reaching the ground, thereby preventing the growth of weed.

- As the saplings are self-sustained, they become maintenance-free after the first three years.
- The approach is supposed to ensure that plant growth is 10 times faster and the resulting plantation is 30 times denser than usual.
- The method helps to create a forest in just 20-30 years, while through conventional methods it takes anywhere between 200-300 years.

Through this technique, we have planted almost 700 and 2100 plants at our Badaun and Bikaner sites, respectively, covering different species such as amla, shahtut, peepal, karanj, casia semia, guava, pilkhan, conocarpus, gulmohar, jamun, neem, shahtut, gunda, sheesham, mehandi, seeras, and keekar.

Our total plantation till March 2022 was about 40812 across several states, namely Maharashtra, Rajasthan, Uttar Pradesh, Madhya Pradesh, Karnataka, and Gujarat.



"AVAADA's commitment to being a responsible business is thoroughly embedded in its vision and values. Our efforts are directed towards minimising our ecological footprint, conserving natural resources, ensuring a sustainable value chain and improving the quality of life of communities we operate in. In order to achieve a sustainable future, we are cognisant on reconsidering our role and relationship with nature and take positive steps to further humanity's common goal of sustainable development and integrate them in our growth journey."

— Harishankar Soni

Senior General Manager – EHS, CSR & Sustainability

Our Initiatives



Tree Plantation:

We ensure the development of a green belt near our plant boundary in order to address the climate crisis, despite the fact that we have net-zero impact on biodiversity. Due to the fact that trees cast shadows on solar panels, tall trees are avoided near the structure and auxiliaries of solar modules. As a result, we develop a green belt of flowering trees, medicinal plants, herbs, and shrubs near plant boundaries at our project sites.

Land Use Optimisation:

We majorly utilise barren land to set up a solar PV power plant and avoid agricultural land up to the extent possible. Land in Rajasthan's deserts and Madhya Pradesh's rocky terrains are being considered for this purpose, both of which are currently underutilised. Previously, 4-5 acres/MW of land was required for the installation of a solar PV plant. However, with improved plant layout design and the use of higher capacity modules, the land requirement has been reduced to less than 3 acres/MW. This is one of the best and most crucial initiatives for natural resource conservation and, ultimately, climate change mitigation.



Hug a Tree Campaign:

We have planted 22,700 trees in communities around our project sites.



Increasing Awareness:

We are of the firm opinion that raising awareness is an essential element of biodiversity management and conservation. As a result, in order to avoid any potential adverse effects from them, we make it a priority to raise awareness among all our stakeholders throughout the value chain. Additionally, we have created awareness among more than 5000 children.





Environment-Friendly Activities:

We indulge in several environment-friendly initiatives and activities which include, but are not limited to, distribution of indoor plants, steel bottles, plantation drives and distribution of jute and paper/recycled material bags to communities around our operations to replace usage of plastic bags.

Grow Forest Certification Mechanism:

AVAADA has been advocating GFC at all relevant platforms. GFCM is a tool/process used as a sustainable method to assist the Government of India in achieving its Nationally Determined Contributions through the Public-Private Community Participation (PPCP) model. GFCM will encourage the industries, organisations, institutions, individuals, etc. to plant trees or grow forests and redeem the benefits through the grow forest certificates obtained based on the plantation area (in acres/hectares)/tree cover/harvesting potential/carbon sequestration potential.



Social Performance



Being a renewable energy company, we realise that criticality of optimisation of material consumption is as necessary as our vision to promote sustainability. In accordance with the goals of our environmental management system, AVAADA is devoted to decreasing and recycling its waste. Thereby, we make sure that effective procedures are in place to manage waste (solid and liquid) efficiently. We also have in place standard operating procedures (SOP) to manage handling and disposing waste at construction, operation, and maintenance sites.

Employment Practices

At AVAADA, we value our people and prioritise their well-being in all spheres of life. We are continuously striving to attract, develop and retain the best talent in the industry. We foster a workforce-centric culture and have a symbiotic relationship with our people. We constantly strive to create an enabling environment for our employees to learn, upskill and develop themselves while contributing to business development along the way. By embedding diversity, inclusion, and workforce centrality into our ethos, we have managed to create a workforce that is competent and competitive within and across industries. We extend our full support to our employees by providing them coverage under Group Personnel Accident Policy and Health Insurance policy.

We are committed to making the future sustainable. Our professional culture, business operations, and investments provide testimony to our commitment. We have defined social, environmental, and financial KPIs and regularly assess our performance in these aspects to quickly redress any problems. We lay a strong emphasis on employee satisfaction and growth. We set organisational goals at the start of the year for all the departments and percolate till the last level. We also conduct regular reviews and timely annual appraisals of employees to facilitate optimum productivity in the workforce. Moreover, our employees participated in the employee satisfaction survey, i.e. 'Let Your Voice Be Heard', in order to improve communication and the culture of the workplace.

Employees receiving regular performance and career development reviews

S. No.	Employees receiving regular performance feedback and career development reviews	Male Nos.	Female Nos.
1.	Senior management	42	7
2.	Middle management	62	15
3.	Junior management	38	19
4.	Workers (permanent)	19	18
5.	Consultant	1	1

We have a comprehensive Anti-Harassment Policy that recognises the right of all employees to work in an environment free of harassment and bullying where the dignity of individuals is respected. The policy applies to harassment on the grounds of disability, gender, marital status, sexual orientation, age, creed, colour, race, or ethnic origin. We are committed to eliminating intimidation in any form. The policy elucidates a well-detailed procedure for dealing with harassment, ranging from informal resolution to formal escalation with the HR personnel. To familiarise our employees with the policy, it is included in the staff induction programme and personnel involved in implementing the procedure are given adequate training.

We also have a Career Development Program, which is inclusive of HODs of various departments. Environmentally trained and competent manpower is hired at Avaada at all our project sites. The competencies of employees are mapped to various personnel to strengthen the organisational and individual growth.

We are committed to creating short-term and long-term jobs due to our projects and operations. During the construction phase, many short-term jobs are created for locals. Long-term jobs are created during the operational phase of the projects. Approximately 6700 short-term jobs were created in the reporting period.

Alone from the Green Ammonia project, we anticipate employment for 1100+ employees on a permanent basis and 2000+ on a contractual basis. Additionally, through solar manufacturing, we are going to employ 1500+ people.

The four pillars of Avaada's corporate principles are as follows:



Employee Engagement



By cultivating meaningful relationships with all our employees and engaging in ethical business practices, we work towards building and increasing employee trust. We aim to foster a culture whereby employees feel being a valued member of our Avaada family.

*Coming together is a Beginning
Keeping together is a Progress
and working together is a Success!*

We consider the families of our employees to be an integral part of the company. We continually undertake initiatives to build meaningful relationships with our employees as well as their families. In this regard, we conduct an annual Family Day to celebrate our relationship with them. On 13th March 2022, we celebrated Family Day at AVAADA to cherish the years of togetherness, where employees were appreciated and rewarded.



Family Day Celebration at Avaada

Empowerment and equality are among the most important topics that AVAADA foresees to address not only externally, but internally as well. To recognise and celebrate women in the organisation, we celebrated Women's Day.

Additionally, we celebrate Sindhara Day each year.

"Believing you can do it

Believing you deserve it

Believing you will get it"



Women's Day Celebration at Avaada

To ensure a supportive environment for our employees and to provide a transparent platform for discussion, we have initiated Coffee with COO to gather insights and thoughts of our internal stakeholders. It engages all our employees across levels, recurring on a monthly basis.



Coffee with COO at AVAADA

Celebration of festivals at Avaada:

We celebrate various festivals at our offices to further employee engagement and cohesion.

Celebration of festivals at Avaada: We celebrate various festivals at our offices to further employee engagement and cohesion.

Diwali Mela: To celebrate the festival of lights with our employees and simultaneously support local SHGs of Bikaner and Gujarat, we organised a Diwali Mela at our Delhi, Noida, and Mumbai offices in 2021. In addition to bringing in the festive cheer in our offices, the purpose of the mela is to support the underprivileged families of SHG members. The amount generated at all the offices is directly provided to these SHGs which further aids their sustenance. We also conduct a theme-based art contest for our employees' children (in the 3-15 years age bracket) to encourage family-wide participation as well as to make our future generation more aware of the global affairs. The theme for the 2021 contest was 'Pollution-less Diwali'.

Team-building initiatives: We regularly conduct several team-building exercises such as an annual cricket tournament to generate trust and camaraderie among our employees. Moreover, we organise an annual all-expenses paid visit to Mata Vaishno Devi Shrine for all our employees and their families.

We conduct a town hall annually to track yearly performance, recognise and celebrate our employees' work, and inform and engage with our stakeholders.

Every year, we organise a two-day Leadership Meet for our senior leadership to enable networking, exchange of insights and foster peer-to-peer learning. In FY 2021-22, the meet was organised in Goa.



Diwali Mela Celebration



Townhall Meeting



Inclusion, Diversity, and Equity



Being an equal opportunity employer, we promote gender equality in our organisation and our remuneration is based on the role and job responsibility. To further ensure AVAADA's long-term success, we have developed quality-, performance- and reward-driven culture. We have 40% gender diversity at the Board level.

Ratio of basic salary and remuneration of women to men by employee category

Employee category	Ratio	
	Basic Salary	Remuneration
Senior management	0.136	0.133
Middle management	0.209	0.207
Junior management	0.375	0.336
Officer	0.934	0.678

We treat all employees at our offices and operating sites equally and without any discrimination. All our employees are above the minimum wage category and we provide an equitable Grievance Redressal Mechanism for all of them.

We celebrate the variety in our employees, the diversity in their thought processes, and the varied views they bring into the work we do at AVAADA. The team exhibits support for diversity, and we endeavour to have diverse leadership at the top. Our vision is to provide a nurturing environment where employees feel appreciated, cared for, and valued. They are encouraged to become the best versions of themselves, and such an empowered diverse workforce provides us a competitive advantage for client liaising and connecting with the community. Our workforce is continuously growing, and we saw a year-on-year increase of about 21% in FY 2021–22 from the previous year.

Total Number of Employees

Gender	FY 2021–22	FY 2020–21
Male	162	138
Female	60	45
Total	222	183

Employees hired by age group

We take pride in having a multi-generational workforce comprising employees at different stages of their lives.

Employee Category	FY 2021–22		FY 2020–21
	<30	30–50	>50
Senior management	0	39	10
Middle management	4	73	0
Junior management	25	32	0
Workers (permanent)	19	18	0
Contractual workers (consultants)	1	1	0
Total	49	163	10

Position-Wise Number of New Employees

Category	FY 2021–22	
	Male	Female
Senior management	5	
Middle management	14	5
Junior management	15	5
Workers (permanent)	13	16
Contractual workers (consultants)	1	1

Employee Category by Gender

Employee Category	FY 2021–22	
	Male	Female
Senior management	42	7
Middle management	62	15
Junior management	38	19
Workers (permanent)	19	18
Contractual workers (consultants)	1	1

Parental Leave

Parental Leave	FY 2021-22	
	Male	Female
Number of employees entitled to parental leave	161	59
Number of employees who took parental leave	4	1
Number of employees who returned to work after parental leave ended	4	0

(One female availed Parental Leave during February 2022 and returned to work in August, which is outside the reporting period)



"The vision and principles of AVAADA are deeply ingrained in the organisation with a dedication to conducting business in a responsible manner. We are constantly working towards women empowerment and gender equality not only outside of our organisation, but also within it. We consider every employee a part of our family. I take pride in highlighting that all members across all departments diligently follow ethical work practices and focus on contributing towards achieving AVAADA's vision of a just and green society."

— Prashant Choubey
President – HR & BD

Training and Development



Avaada is firmly committed to ensuring that all employees have the required knowledge, skills, and competence to constantly perform at high standards and attain their full potential. To achieve this goal, it is critical to give suitable training and assist employees' general growth on a regular basis. Our approach for increasing operational performance and accomplishing goals includes training and the establishment of a learning and development ecosystem. As a result, training and development are closely integrated across departments and functions.

Our learning and development strategy ensures that all employees are treated equally when it comes to the provision of and access to relevant training and development opportunities. Employees receive functional, behavioural, and management training based on their competencies and needs. Furthermore, all personnel receive adequate quality training to increase their everyday work efficiency through innovation and creativity. Before they begin work, they are also given comprehensive health and safety training, including information on emergency protocols.

Training details in man-hours categorised by gender and employee category

Employee Category	Units	Total	
		Male	Female
Senior management	Number	8	5
	Man-hours	40.3	60
Middle management	Number	45	26
	Man-hours	175.8	130.9
Junior management	Number	12	6
	Man-hours	127	174.6

Average hours of training per year per employee were 6.95 hours (total man-hours of training / total number of employees).



"AVAADA prides itself in being an equal opportunity employer and promotes diversity, equity, and inclusion in its people practice. A diverse and inclusive workplace creates a culture that embraces flexibility, celebrates diversity of thought and approach, and makes it exciting for employees to come to work and learn every day from each other. We value and support our employees and prioritise their well-being and satisfaction in numerous initiatives that foster and nurture our valuable human capital. By embedding DEI principles into our ethos, we have managed to create a workforce that is competent and competitive within and across the industries."

— Rajlaxmi Dubey
Assistant Vice President – HR



Employee health and safety is an essential component of our system, and we are committed to providing a safe and conducive working environment. AVAADA is dedicated to ensuring the safety of its employees and allied workforce at all its locations, operations, and services. Our goal is to create an injury-free workplace with no distinction between regular and contract employees. To accomplish this, we have implemented the Environment, Health, Safety & Sustainability (EHS&S) Policy (available at website) and a list of EHS obligations to create a strong health and safety culture within the organisation.

Our policies are communicated to our employees through internal channels, associate meetings and notice boards. These are also displayed at all prominent places across all project sites throughout the facilities at our locations. We have also implemented ISO 45001:2018 which demonstrates our ability and commitment to establish, implement and maintain an OH&S management system to improve occupational health and safety, eliminate hazards and minimise OH&S risks (including system deficiencies), take advantage of OH&S opportunities, and address OH&S management system non-conformities associated with its activities.

Our employees play an important role in creating value and meeting safety standards. As a result, at AVAADA, we work hard to protect our employees' health, well-being, and safety.

Hazard Identification and Risk Assessment

During construction and O&M phases, we conduct HIRA of all our site activities. It assists in recognising, preventing, and controlling hazards before they cause harm, and it is a reliable method of raising employee awareness and training. HIRA assists in the establishment of risk management standards based on acceptable safe practices. We have also formulated H&S-related KPIs to track performance monthly, quarterly, half-yearly and annually across 20 project sites (6 construction and 14 O&M). Furthermore, we conduct an 'EHS walkthrough' on a daily basis to identify potential hazards, and unsafe conditions and acts at ongoing sites.

8.28 million
Total Safe Man-Hours



Health and Safety Training

Regular training programmes and drills on various safety aspects are carried out for our permanent and contractual employees. Safety instructions and other communication for safety start before the new employees join the organisation, before onboarding any contract agency and commencement of daily jobs at sites. This initial induction meeting is aimed at familiarising the personnel with site-specific EHS rules and regulations. This includes EHS&S policy, procedures, emergency evacuation, reporting and access. Tool-box talks are also held on a daily basis before beginning site work to prepare for the day ahead and improve communication between workers and supervisors, resulting in increased awareness among all members.

We have also conducted third-party trainings imparted by Associate Director DGFASLI, Regional Labor Institute, Chennai. These trainings covered aspects such as construction safety, electrical safety, safety as per Building and Other Construction Workers Act, safety as per the Factories Act, and certified first aid & fire safety trainings.

73551 – Total Number of Attendees

Parameter	Total no. of Attendees	Total Man-Hours of Training
COVID 19 – Preventive Measures	2774	8322
Waste Management	656	656
ESMP Implementation & RoR update	839	3356
EHS general awareness programme	1328	2213
EHS Obligations for O&M Plant	684	513
ESMS – Policies, Implementation, monitoring & reporting	544	544
ESMS: Roles & Responsibilities of on-site EHS&S representative	578	578
ESMS – Applicable legislative framework	429	215
E&S related risks & Mitigations in O&M Plants	983	1966
Reporting & Monitoring formats for O&M Plant	730	913
Health & Hygiene with provision of First Aid	1142	1523
Electrical safety and mitigation of risk	1923	9615
On-site Emergency Plan	1188	3564
Snake bite safety training	837	3348
Accident Incident/Near Miss Reporting training	1154	1154

Fire safety and Mock Drill	1402	5608
First-Aid Box Training	575	575
Toolbox talk	26413	132065
Traffic safety - in and around Project	925	540
Module cleaning training	391	293
PPE's training	2186	3279
Housekeeping training	1203	1203
Grass cutting training	209	105
PTW & LOTO Safety	1060	4240
CPR	610	6100
Material Handling Training	1428	1428
Work at height training	460	690
Job Safety Analysis (JSA) Training	384	576
Forklift Training	243	182
Crane Operations Training	251	188
Safety Induction	20022	60066
Total	73551	255617



We celebrate several safety programmes/campaigns such as National Safety Week every year to spread awareness among the employees and workers at the asset level on how to prevent accidents by organising widespread safety awareness programmes. In addition, we hold Monthly Safety Meetings to keep our employees up to date on training and safety procedures.

We celebrate safe man-hours, which raises employee awareness and motivation to follow all protocols. Furthermore, we conduct on-site motivational safety programmes for our employees to encourage them to follow safe practices. The National Electrical Safety Week is held annually to ensure that employees are aware of safety protocols related to electrical work being performed and are prepared to take appropriate action in the event of an accident.

AVAADA Training program on **NATIONAL SAFETY WEEK 2022**

Establishing a culture where workplace and field safety is a priority. This training program is an effort to connect the different EHS dots through presentation of current and emerging topics. By propagating subject matter expertise and seeking out dialogue with participants.

subject expert are:



Dr. Nitin Shrinivas Gedam
Assistant Director (H) at RLI Chennai
MSc, PhD in Chemistry. More than 10 years of experience in the field of environmental research, CSH etc.



Ramesh Singh Rawat,
Assistant Director(Safety)
M Tech in Thermal Engg, MBA in Operation Management, Diploma in Industrial Safety, Total 19 years of experience in Occupational Safety including Dock Safety Study and research on OSH, Safety Audit etc.

AVAADA Training program on **NATIONAL ELECTRICAL SAFETY WEEK 2022**

Establishing a culture where workplace and field safety is a priority. This training program is an effort to connect the different EHS dots through presentation of current and emerging topics. By propagating subject matter expertise and seeking out dialogue with participants.

subject expert are:



Dr Anjani Kumar,
Deputy Director (Medical) and Head of Office RLI Chennai,
Qualification - MBBS, AIISH
Total 10 years exp in occupational health, previous experience in Bellare, Tata motor and India railway



Sanjeev Kumar
Additional Assistant Director (Safety)
Diploma in electrical safety
20 year exp in occupational health, safety audit and research

National Safety and Electrical Safety Week Celebration



Monthly Safety Meet



First Aid Training



National Safety and Electrical Safety Week Celebration

Safe Man Hours Celebration



Total Training Man-Hours

We have recorded zero fatalities, work-related injuries (high consequence and recordable) and lost days across all our sites due to OHS measures in place. This demonstrates the efficacy and success of our safety measures and procedures.



- › **Fatalities**
- › **Recordable Work-Related Injuries**
- › **Lost Days**

OHS Health Services and Worker Participation

Workers and employees are given a variety of services to maintain their health and safety while at work. AVAADA follows an annual health check-up at project sites as well as an internal medical health check-up prior to deployment at a project site. We maintain the confidentiality of workers' and employees' health information and records are kept with the highest level of confidentiality between the EHS&S corporate team, HR, and the doctor. As workers are involved in meetings at sites for emergency preparedness or any other health incidents that may occur, the action points are shared with all those involved.



Regular Medical Health Check Up



Corporate Social Responsibility

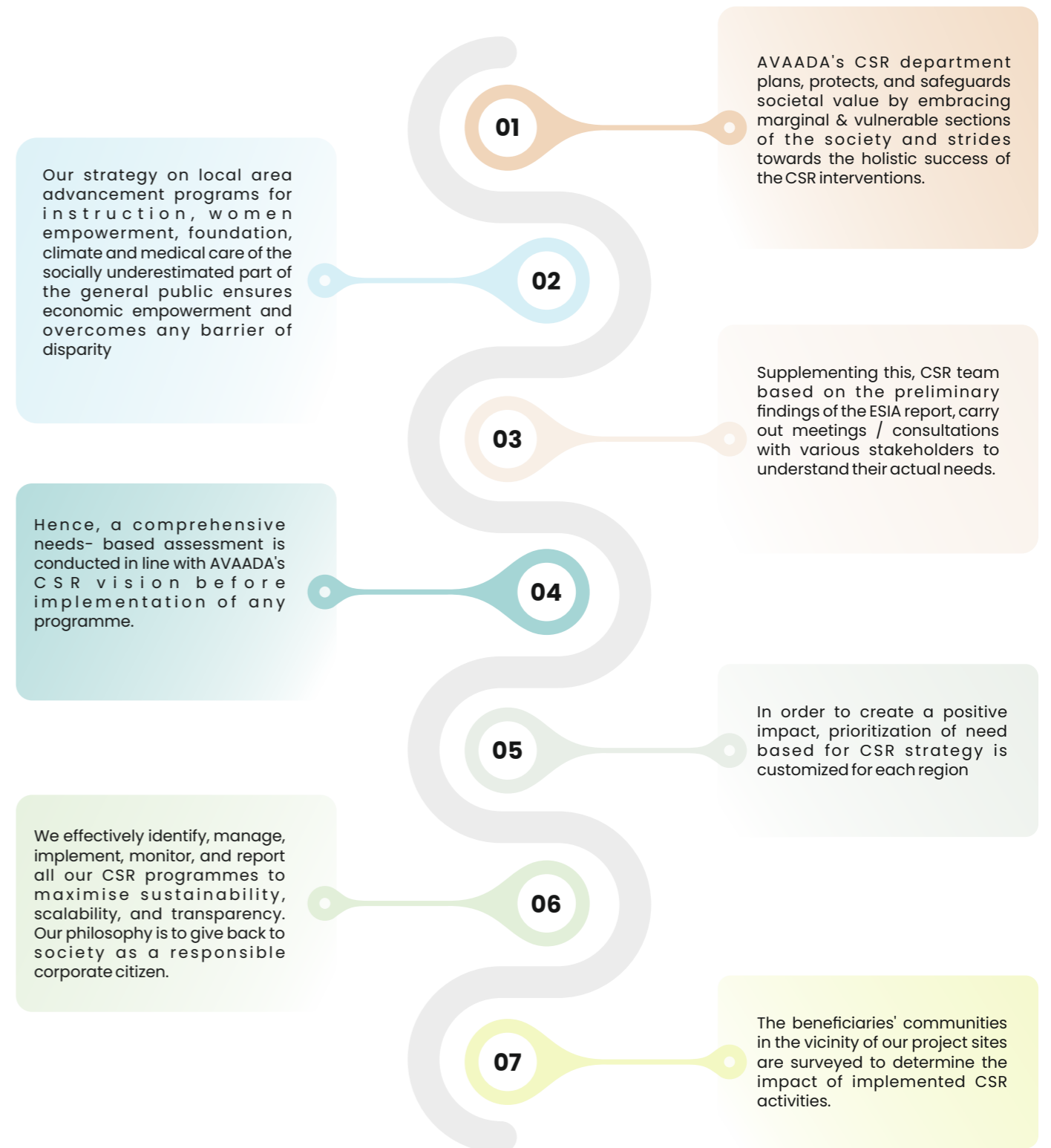
Our goal of continuously contributing to the well-being of our local communities is reflected in our corporate social responsibility (CSR) approach. We are committed to aligning our business operations with the national priorities and United Nations' Sustainable Development Goals (SDGs). Our Corporate Social Responsibility Committee oversees our CSR initiatives, whereas our CSR team works closely with the government at the central, state and district levels, and other like-minded stakeholders.

Notwithstanding the vicissitudes that it has faced during the last seven-and-a-half decades since independence, India has come a long way. With our CSR approach, we aspire to empower every Indian to alter the social fabric of India. We aim to directly collaborate with villages affected by our projects as well as villages in other parts of the country and contribute towards free primary healthcare, clean water, high-quality education, and employment opportunities. All our CSR initiatives are in line with the company's vision and intend to increase value creation in the society and communities in which we operate by fulfilling our commitments.

At Avaada, our CSR strategy is guided by the CSR policy and ensures compliance of projects with the Schedule VII activities as specified under the Companies Act. The thematic areas of CSR projects include, but are not limited to, the following:



Avaada is committed to the Sustainable Development Goals (SDGs) as a responsible business. We strive to align our business objectives with those of the nation and the world at large. The representation below illustrates the working of CSR at Avaada:



Hence, by following a comprehensive and strategically planned CSR approach, our CSR programmes have the following objectives:

- To engage the local community as stakeholders in the development programmes.
- To foster relationships with the affected families.
- To launch sustainable and long-term programmes.
- To deploy bridge building mobilisation activities.
- To meet the needs of the local communities.
- .To start outcome-based programmes and initiatives.

Stakeholder Consultation



Stakeholder Consultation Program

CSR Activities in FY 2021-22

S. No.	Activity Domain	Activities	Geographical Outreach
1	Education	<ul style="list-style-type: none"> » Infrastructure and renovation work » Quality education » Youth development programme » Awareness programme 	Rajasthan Gujarat, Madhya Pradesh Maharashtra Haryana Uttar Pradesh
2	Empowerment	<ul style="list-style-type: none"> » Nav Kiran Stitching Centre » Nav Kiran Digital Literacy Centre 	Rajasthan Gujarat Uttar Pradesh
3	Environment	<ul style="list-style-type: none"> » Tree plantation programme under 'Hug a Tree' and 'Go green environment' 	Uttar Pradesh Rajasthan
4	Health & Sanitation	<ul style="list-style-type: none"> » COVID-19 care center » Oxygen plant » Safety masks, sanitiser support in communities and schools » School toilet and urinal renovation programme 	Rajasthan Gujarat Maharashtra Uttarakhand
5	Rural Electrification	<ul style="list-style-type: none"> » Villages' approach road renovation work under the Rural Infrastructure Renovation Programme (600 metres) 	Gujarat

Social Return on Investment:

A tool to assess the impact of CSR Projects

SROI is a tool for measuring the total value generated for every rupee invested in the development sector interventions of an enterprise.

It monetises social, environmental, and financial outcomes of a development sector project or programme organisation, or even a policy, through a combination of cost-benefit analysis, opportunity cost analysis, and impact assessment methods. In the near future, we are planning to evaluate our CSR projects using this tool to have a clear understanding of the wider impact being generated by them.



"The Government Primary School of Talsana thanks and appreciates AVAADA Foundation for their support & cooperation in various school development work. AVAADA is the first company implementing such social development programmes in Talsana village. AVAADA has helped ensure quality education for our children under its 'Model School Approach'. We are sure that our school will also be categorised as the first model school in our taluk. Because of these interventions, our school has improved significantly in a relatively short period of time."

— Sangeeta Ben

Principal, Government Upper Primary School, Talsana, Surendranagar, Gujarat

Key CSR Initiatives



Education

Through his famous quote "Education is the most powerful weapon which you can use to change the world," Nelson Mandela highlighted the role of education as the liberator from the shackles of ignorance, poverty, and socio-economic exclusion.

This essence has been enshrined in the Indian Constitution, which mandates free and compulsory education for all children up to 14 years of age as a Fundamental Right.

The education sector in India has been gearing towards the universalisation of education through policy reforms and central and state government schemes. There has been considerable progress in improving access to education with an approximate 55% decrease in the number of children out of school systems from 13.46 million children in 2006 to 6.1 million in 2014.

However, the issue of disparity in access to school along with the poor quality of education remains a key challenge highlighting the glaring need for inclusive quality education across gender, disability, caste, and religion.

Hence, we, at AVAADA, work closely with the government and educational institutions for improving quality of teachers, facilitating infrastructure development to transform the classroom setup and the overall experience of the student at school, and providing support to various government initiatives.

Our **Shiksha Karmi Programme** aimed to provide basic quality education to children from rural areas.

It helped provide equal opportunities to all sections of the society to participate in an educational system. AVAADA supported the programme by enhancing learnings through upgraded infrastructure.

The quality education initiative is in alignment with the government schemes such as Sarva Shiksha Abhiyaan and Mid-day Meal scheme and collectively benefitted nearly 12,523 children, out of which, 6,775 were girls.

The children were provided with free tuition classes to ensure quality education, which further helped improve the school attendance and enrolment.

The schools were renovated with enhanced classroom infrastructure having painted walls, and were made inclusive of toilets, library, science labs, drinking water facility, smart classes, etc.

The programme also appointed a Shiksha Karmi under the government's **Train the Teacher** programme where teachers were exposed to new-age learning pedagogy that was intrinsically linked to innovative teaching practices.





Various CSR initiatives under Education Program

Various CSR initiatives under Education Program

To ensure uninterrupted supply of electricity, we installed solar panels at the rooftop of the schools. This served the dual objective of improving infrastructure and creating a more conducive study atmosphere.

Success Story



Mamta Sen, a college student, who is from the village of Bheru Khera, comes from a low-income household. After passing her 12th grade exams, she wanted to pursue graduation, but her parents could not afford to pay for it and were reluctant to send their daughter to a college 25 km away. Due of concerns about the girl's safety and finances, the parents were unwilling.

Mamta, who is receiving free instruction in cutting and stitching at the Nav Kiran Stitching Centre established by the AVAADA Foundation, shared her experience and asked for financial assistance so she could pursue her further education because her parents cannot afford the college tuition.

Eight of these female students from the villages of Bheru Khera and Noorsar in Rajasthan's Bikaner district have received financial aid from the AVAADA Foundation.

In addition to focusing on education, we opine that all-round development of a child is necessary.

AVAADA celebrated International Yoga Day at the Talsana Government School in Gujarat and the Bheru Khera Government School in Rajasthan. 215 children and 10 teachers participated in the programme where we conducted awareness sessions on the importance of yoga.



Additionally, we believe that every child is unique and should not limit themselves to the classroom. AVAADA collaborated with Concern India to organise a sports meet in Mumbai, wherein specially abled children showcased their talents in sports, and learned more about the importance of sportsmanship.

International Yoga Day Celebration

Success Story



According to the World Bank (2011), gender disparities make women and girls more susceptible to poverty than men and boys, and they have an impact on how both men and women respond to changes in their level of poverty.

Gender norms, intra-household capital division, work and responsibility, and power dynamics all contribute to these disparities. Women typically have lower levels of education, less ownership and influence over assets, and worse social indicators than men do in many nations.

Therefore, AVAADA believes in taking such actions so as to effect positive growth and induce meaningful change in the society. Poverty inherently reduces the window of opportunity for women's socio-economic advancement since women confront a higher level of disadvantage due to limited employment opportunities, tendency for low-paying jobs, and vulnerability to childcare demands.

Hence, the programme aims to eliminate gender discrimination by offering chances to enhance their economic prospects through skill development programmes, digital literacy, and training. The programme intends to lessen the challenges that rural women face in terms of access to jobs and markets, security concerns, cultural norms, and identity papers.

We have implemented a number of projects that have led to the general socio-economic upliftment of women and girls.



Nav Kiran Digital Computer Centre:

409 girls and women received trainings in Nav Kiran Digital Computer Centre. We are empowering and skilling up the digital knowledge among youth and women to make them aware and familiarise themselves with the digital world.

The courses are designed as 'Data Entry Operator' in which the trainee gets the training and knowledge on MS Word, MS Excel, MS PowerPoint, Paint, Hindi typing, internet and web browsing, basic Tally, etc. Our regular problem-solving classes, monthly tests, and general discussion sessions helped add value to the course.

Navkiran Digital Computer Centre - Initiative towards Women Empowerment

Empowerment

Nav Kiran Stitching / Tailoring Center and the Nav Kiran Beautician Centre:

AVAADA has encouraged women in different communities to enhance their vocational skills and thereby build capacity. 372 women received stitching and embroidery certifications through Nav Kiran Stitching Centres during the reporting period which helped women earn and supplement their family income.



Navkiran Stitching Centre – Initiative towards Women Empowerment

Success Story



Kanta Devi, who is originally from the little village of Bheru Khera, joined the Nav Kiran Stitching Centre, run by the AVAADA Foundation, as a trainee and has since become a full-time trainer there after finishing the training and certification programme.

Many young girls and newlywed women in the area have benefitted from training in cutting and stitching provided by the self-motivated Kanta. She began sewing clothes for herself and her family after completing her training at the Nav Kiran Stitching Centre. Women in the village now hold Kanta Devi in high regard because of her popularity. Many young girls are being motivated by her to be independent and self-sufficient. She has been sewing clothes for girls and women from her neighbourhood and adjacent villages.

Additionally, we also have a Vocal for Local initiative whereby through collaboration and coordination, we run projects in different parts of the country to recognise and promote local talents in the form of creatives and materials.



I am Kanta Devi, I live in Bheru Khera village, Bikaner. We are five members in our family. AVAADA developed its solar project near our village and informed us about its function and objectives. I work in Nav Kiran Stitching Centre opened by AVAADA in our village which helps me in my livelihood and also, I feel happy and empowered in this society. Many of my friends also work in the centre with me. I am grateful to AVAADA for its generous contribution to our village.

– Kanta Devi
Bheru Khera village, Bikaner

Environment



India is gaining a huge success in providing power. However, there are millions of families in India who still live in the dark. No power is a sign of low economic growth, healthcare, and education systems. These areas do not need simple connectivity to trigger economic growth, but a continuous supply of quality power to these areas. Through its initiatives, AVAADA addresses the issue in inaccessible remote areas with no electricity.

Jayapur is a small village in Uttar Pradesh's Varanasi district. AVAADA has established two 25 kW solar photovoltaic (PV) plants to meet the village's energy requirements. These solar plants provide access to 12 hours of green and sustainable energy to households. AVAADA also erected 49 streetlights that have not only enhanced security by illuminating roads but also helped improve livelihood by increasing the hours of electricity available to these households. The initiative has directly benefitted 634 households and 100% of the village indirectly.

In addition, a rooftop unit on the school building provides power to light and fan fixtures, as well as the school computers. The initiative has enabled children to continue their studies at home after sunset.

The location was chosen to ensure economic development by providing electricity access to the village and households to improve the quality of life and create livelihood opportunities. We have engaged the community and locals as part of our 'Urja Samiti' under the initiative programme.

Health and Sanitation



Over the past decades, India has made significant progress in expanding access to healthcare services. Despite the fact that India's overall health indices have improved over the past few decades, progress across socio-economic groups has not been consistent with the level of health awareness among the underprivileged population. This is due to the underprivileged population's lower educational status, poor functional literacy, the healthcare system's lack of emphasis on education, and a low priority for health.

The health programmes at AVAADA are designed sustainably and address sanitation issues in rural India. Some of our initiatives are as follows:

- We have been constructing toilets in villages for the underserved communities.
- To meet the drinking water needs of rural communities, clean drinking water facilities including RO plants have been established.
- Awareness campaigns have been conducted for maintaining hygiene standards, health, and sanitation.
- Training and awareness have also been provided on water conservation measures.
- We have been organising integrated free health check-up camps by providing medical facility to the rural community directly where there is no facility available, healthy baby camps to make the community free from malnutrition, and also menstrual hygiene awareness camps.
- Every year, in order to support the regional blood banks, we host blood donation camps.
- We also have an ambulance on-site at our 890 MW Bikaner location to support medical emergencies both within our operations and in the neighborhood we serve.

AVAADA is a culmination of vision of conducting business for a higher purpose. AVAADA's socially beneficial public policy concepts such as Community Development Certificate (CDC) and Grow Forest Certification Mechanism (GFCM) have been well-received.



Ambulance for community safety



Women and children health initiatives



Blood donation Camp at various locations



Initiatives for rural communities



E-Mitra Camp



RO water facility provision at various locations

Community Development Certificate

Inclusive development has gained its due attention globally and every country has committed itself to achieve the socially inclusive growth parameters. To achieve them and sustain the economic growth, it is imperative that social sector agenda is given its due priority to bridge the socio-economic and digital divide. To shift the paradigm from a compliance culture, encouraging entrepreneurship in social sector through an incentivising framework of tradeable economic instrument will be the game changer and this is where Community Development Certificate (CDC) will play a pivotal role.

This will be earned through a public-private community partnership model by social entrepreneurs and will enable utilisation of a combination of inherent goodness of human nature with economic and efficient know-how of an entrepreneur.



Rural Electrification Initiative

If the professional expertise and resources of the corporate sector can be brought into the human development space, it could greatly increase the scale and effectiveness of human development initiatives, thus enabling a larger 'impact'. Community Development Certificates (CDCs) are one way in which this could be done. CDCs are proposed to be awarded against measurable social impact in pre-defined human development sectors.

The demand for CDCs would further encourage other entities to invest in the production of CDCs, leading to enhanced job creation. Therefore, through their trade, CDCs would facilitate increased investment in effective development projects and further help the government's agenda of social and financial inclusion. On the other hand, increased competition in the development space would also lead to enhanced efficiency of existing NGOs and social enterprises in this space.

Grow Forest Certification Mechanism

We all know that forests play an important role in mitigation and adaptation to climate change. Carbon sequestration by forests has attracted much interest globally as it is a relatively inexpensive means of mitigation of climate change. Now, when the climate change is causing increasing alarm and worry, the significance of Grow Forest Certification Mechanism (GFCM) comes into existence.

GFCM is a tool/process used as a sustainable method to assist the Government of India in achieving its NDCs through the Public-Private Community Participation (PPCP) model. GFCM will encourage the industries, organisations, institutions, individuals, etc. to plant trees or grow forests and redeem the benefits through the grow forest certificates obtained on the basis of the plantation area (in acres/hectares), tree cover, harvesting potential, carbon sequestration potential.

This explores a possible solution in this direction and to the development of the degraded forest lands for environmental sustainability and sustainable infrastructural growth of the countries across the world. A non-commercial initiative with an involvement of private sector organisations in this exercise to reforest and maintain degraded forest land patches as part of the corporate social responsibility initiative. These organisations will, in turn, be felicitated by awarding a Grow Forest Certificate (GFC).

Customer Relationship Management

AVAADA recognises that cultivating loyalty from customers is lucrative. Hence, we believe in engaging in healthy relationships with our customers and associating with them in a justifiable, honest, and concerted manner to forge long-term alliances.

We value our customers and acknowledge that they offer a vital perspective that is crucial as we create future energy solutions to match their demands. Over the years, noteworthy progress has been made to satisfy these wants and demands. We promote feedback and communication through annual customer interactive meeting and quarterly customer satisfaction surveys, further enabling us to stay attuned to the emerging needs. By offering top-notch services, we are significantly expanding our clientele and improving the standing of the business.

We are optimistic about the opportunities the future hold, and over the next few years, we plan to keep investing in bringing people together by offering outstanding services to our clients. No cases of customer data breach were reported during the reporting period.



Forward – looking

Certain statements in this report about our business operations may be considered forward-looking. These include all statements other than statements of historical facts such as those about the financial position, business strategy, management plans, and future operations objectives.

Forward-looking statements can be identified by words such as 'believes', 'estimates', 'anticipates', 'expects', 'intends', 'may', 'will', 'plans', 'outlook', and other words of similar meaning in connection with a discussion of future operational or financial performance.

Forward-looking statements are necessarily dependent on assumptions, data, or methods that may be incorrect or imprecise and that may be incapable of being realised, and as such, are not intended to be a guarantee of future results, but constitute our current expectations based on reasonable assumptions. Actual results could differ materially from those projected in any forward-looking statements due to various events, risks, uncertainties, and other factors. We neither assume any obligation nor intend to update or revise any forward-looking statements, whether as a result of new information, future events, or otherwise.

In the near future, we intend to undergo non-financial assurance for information/data related to sustainability through an authorised third party.



Glossary of Abbreviations

List of Key Abbreviations

Parameter	Full Form
BEE	Bureau of Energy Efficiency
BRSR	Business Responsibility and Sustainability Report
CGWA	Central Ground Water Authority
COP	Conference of the Parties
CPCB	Central Pollution Control Board
CSR	Corporate social responsibility
EHS	Environment, health and safety
EPC	Engineering, procurement and construction
ERM	Enterprise risk management
ESG	Environment, Social, and Governance
ESIA	Environmental and Social impact assessment
ESMS	Environmental and social management system
FY	Financial year
GW	Gigawatt
GHG	Greenhouse gases
GRI	Global Reporting Initiatives
HR	Human resources
INR	Indian national rupees
ISO	International Organization for Standardization
KPI	Key performance indicator
MW	Megawatt
MOEF&CC	Ministry of Environment, Forest and Climate Change
NDC	Nationally Determined Contributions
PEM	Polymer electrolyte membrane
PV	Photovoltaic
RCM	Risk control Matrix
tCO ₂ e	Tonnes of carbon dioxide equivalent
SDG	Sustainable Development Goals
SOP	Standard operating procedure
SPCB	State Pollution Control Board
SCADA	Supervisory Control and Data Acquisition
SWOT	Strengths, weaknesses, opportunities, and threats
UNCCD	United Nations Convention to Combat Desertification
UNSDGs	United Nations Sustainable Development Goals

GRI Index aligned with IFC standards and BRSR

GRI Disclosure	BRSR	IFC Requirements	Report Section for Cross Reference
GRI 2: General Disclosures 2021			
2-1 Organisational details	A 2, A5		About the report and Operating portfolio
2-2 Entities included in the organisation's sustainability reporting	A 13, A 21		About the report
2-3 Reporting period, frequency, and contact point	A 6, A 7, A 9, A 12,		About the report
2-6 Activities, value chain and other business relationships	A14, A15, A16, A17a, A17c, P9-L1		AVAADA at a glance
2-7 Employees	A18a		Inclusion, diversity, and equity
2-8 Workers who are not employees	A18a		Inclusion, diversity, and equity
2-9 Governance structure and composition	B9		Governance at AVAADA
2-10 Nomination and selection of the highest governance body	P1-L2		Governance at AVAADA (not mentioned)
2-11 Chair of the highest governance body	No direct linkage		Governance at AVAADA
2-12 Role of the highest governance body in overseeing the management of impacts	No direct linkage		Governance at AVAADA
2-13 Delegation of responsibility for managing impacts	B8, P4-E4		Governance at AVAADA
2-14 Role of the highest governance body in sustainability reporting	No direct linkage		Governance at AVAADA
2-19 Remuneration policies	P5-E3		Policies and Employee practices
2-21 Annual total compensation ratio	P5-E3		Employee practices
2-22 Statement on sustainable development strategy	B7		Leadership messages
2-23 Policy commitments	B1(a, b, c), B3, P5-E8, P9-E5		Leadership messages and policies
2-26 Mechanisms for seeking advice and raising concerns	No direct linkage		About the report, Value chain management, Customer relationship management
2-27 Compliance with laws and regulations	P1-E2, P1-E3, P6-E12		Risk management
2-28 Membership associations	P7-E1, P7-L1		Membership and associations
2-29 Approach to stakeholder engagement	P4-E1, P4-E2, P4-L1, P4-L3	Ps9	Stakeholder engagement & materiality assessment
2-30 Collective bargaining agreements	P3-E7	Ps2	Governance, policies, and values

3-1 Process to determine material topics	A-24, P4-E2, P4-L2, P5-L2,		Stakeholder engagement and materiality assessment
3-2 List of material topics	A-24		Stakeholder engagement and materiality assessment
3-3 Management of material topics	A-24, B5, B6, P2-E3, P2-L2, P3-E3, P3-E12, P3-E14, P3-L3, P5-E8, P5-E10, P5-L1, P5-L2, P5-L3, P5-L4, P6-E2, P6-L6, P7-E2, P8-L1, P8-L3, P8-L5, P9-E5, P9-E6, P9-L2		Stakeholder engagement and materiality assessment and relevant sections of the report

GRI 201: Economic Performance 2016

201-1 Direct economic value generated and distributed	A22, P8-L4		Economic and financial value creation
201-2 Financial implications and other risks and opportunities due to climate change	A24		
201-3 Defined benefit plan obligations and other retirement plans	P3-E2		
201-4 Financial assistance received from government	No direct linkage		
GRI 204: Procurement Practices 2016			
204-1 Proportion of spending on local suppliers	P8-E4, P8-L3		Value and supply chain management
GRI 205: Anti-corruption 2016	A 13, A 21		
205-1 Operations assessed for risks related to corruption	No direct linkage		
205-2 Communication and training about anti-corruption policies and procedures	No direct linkage		Governance at AVAADA
205-3 Confirmed incidents of corruption and actions taken	P1-E5, P1-E7,		

GRI 302: Energy 2016

302-1 Energy consumption within the organisation	P6-E1, P6-L1	PS3	Energy and emission management
302-2 Energy consumption outside of the organisation	No direct linkage	PS3	Energy and emission management
302-3 Energy intensity	P6-E1	PS3	Energy and emission management
302-4 Reduction of energy consumption	No direct linkage	PS3	Energy and emission management
302-5 Reductions in energy requirements of products and services	No direct linkage	Ps3	Energy and emission management

GRI 303: Water and Effluents 2018

303-1 Interactions with water as a shared resource	P6-E4, P6-E11	PS3, PS6	Water Management
303-2 Management of water discharge-related impacts	P6-E4	PS3, PS6	Water Management
303-3 Water withdrawal	P6-E3, P6-L3	PS3, PS6	Water Management
303-4 Water discharge	P6-L2, P6-L3	PS3, PS6	Water Management
303-5 Water consumption	P6-E3	PS3, Ps6	Water Management

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	P6-E10		Biodiversity Management
304-2 Significant impacts of activities, products, and services on biodiversity	P6-L5		Biodiversity Management
304-3 Habitats protected or restored	P6-L5		Biodiversity Management
304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	No direct linkage		Biodiversity Management

GRI 305: Emissions 2016

305-1 Direct (Scope 1) GHG emissions	P6-E6	PS3, PS6	Energy and emission management
305-2 Energy indirect (Scope 2) GHG emissions	P6-E6	PS3, PS6	Energy and emission management
305-3 Other indirect (Scope 3) GHG emissions	P6-L4	PS3, PS6	Energy and emission management
305-4 GHG emissions intensity	P6-E6, P6-L4	PS3, PS6	Energy and emission management
305-5 Reduction of GHG emissions	P6-E7	PS3, PS6	Energy and emission management
305-6 Emissions of ozone-depleting substances (ODS)	No direct linkage	PS3, PS6	Energy and emission management
305-7 Nitrogen oxides (Nox), sulphur oxides (Sox), and other significant air emissions	P6-E5	PS3, Ps6	Energy and emission management

GRI 306: Waste 2020			
306-1 Waste generation and significant waste-related impacts	No direct linkage	PS3	Water Management
306-2 Management of significant waste-related impacts	P2-E3, P2-L2, P6-E9	PS3	Water Management
306-3 Waste generated	P6-E8	PS3	Water Management
306-4 Waste diverted from disposal	P6-E8	PS3	Water Management
306-5 Waste directed to disposal	P6-E8	PS3	Water Management

GRI 308: Supplier Environmental Assessment 2016			
308-1 New suppliers that were screened using environmental criteria	P2-E2, P6-L9		Sustainable Supply Chain

GRI 401: Employment 2016			
401-1 New employee hires and employee turnover	A20	PS2	Employee practices
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P3-E1a	PS2	Employee practices
401-3 Parental leave	P3-E5	PS2	Employee practices

GRI 402: Labour/Management Relations 2016			
402-1 Minimum notice periods regarding operational changes	No direct linkage	PS2	Employee Practices

GRI 403: Occupational Health and Safety 2018			
403-1 Occupational health and safety management system	P3-E10 a, P3-E11, P3-E12	PS2	Health & safety
403-2 Hazard identification, risk assessment, and incident investigation	P3-E10 b	PS2	Health & safety
403-3 Occupational health services	P3-E10 c, P3-E12	PS2	Health & safety
403-4 Worker participation, consultation, and communication on occupational health and safety	No direct linkage	PS2	Health & safety
403-5 Worker training on occupational health and safety	P3-E8	PS2	Health & safety
403-6 Promotion of worker health	P3-E10 d	PS2	Health & safety
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	No direct linkage	PS2	Health & safety
403-8 Workers covered by an occupational health and safety management system	No direct linkage	PS2	Health & safety
403-9 Work-related injuries	P3-E11, P3-E12	PS2	Health & safety
403-10 Work-related ill health	P3-E11, P3-E12	PS2	Health & safety

GRI 404: Training and Education 2016			
404-1 Average hours of training per year per employee	P3-E8	PS1	Training and development & safety trainings
404-2 Programmes for upgrading employee skills and transition assistance programmes	P3-E8, P3-L4	PS1	Training and development
404-3 Percentage of employees receiving regular performance and career development reviews	P3-E9	PS1	Employee practices

GRI 405: Diversity and Equal Opportunity 2016			
405-1 Diversity of governance bodies and employees	A18b, A19, P3-E3	PS2	Inclusion, diversity, & equity
405-2 Ratio of basic salary and remuneration of women to men	No direct linkage	PS2	Inclusion, diversity, & equity

GRI 406: Non-discrimination 2016			
406-1 Incidents of discrimination and corrective actions taken	P5-E6	PS2	Inclusion, Diversity, and Equity

GRI 408: Child Labor 2016

408-1 Operations and suppliers at significant risk for incidents of child labor	No direct linkage	Ps2	Sustainable Supply Chain
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GRI 409: Forced or Compulsory Labor 2016

409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	No direct linkage	Ps2	Sustainable Supply Chain
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GRI 413: Local Communities 2016

413-1 Operations with local community engagement, impact assessments, and development programmes	P6-E11, P8-E1, P8-E2, P8-E3, P8-L1, P8-L2, P8-L6	Ps2	Employee Practices
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GRI 414: Supplier Social Assessment 2016

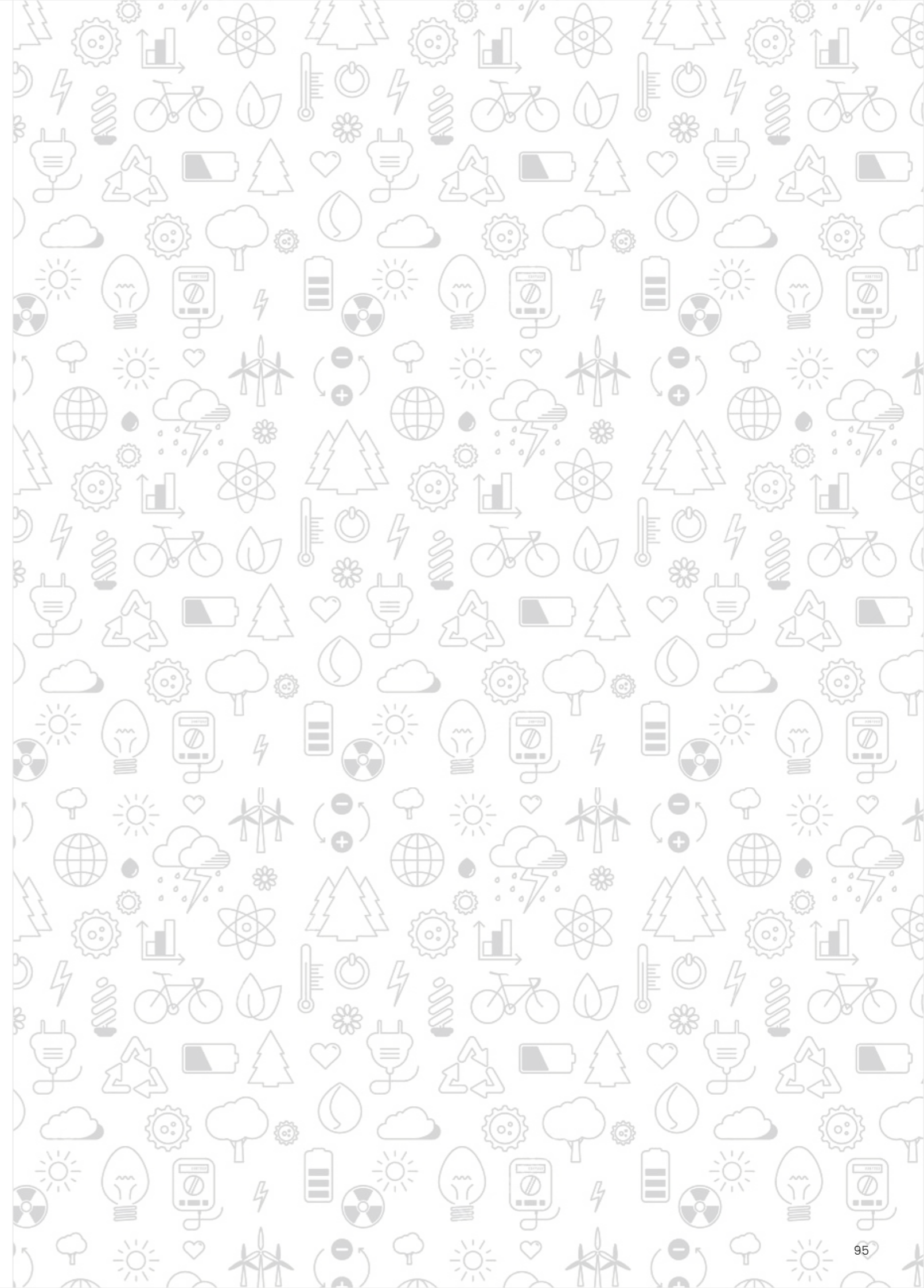
414-1 New suppliers that were screened using social criteria	P2-E2, P5-L4		Value and supply Chain management
GRI 414: Supplier Social Assessment 2016			

GRI 415: Public Policy 2016

415-1 Political contributions	No direct linkage	Ps2	Economic and Financial Value Creation
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GRI 418: Customer Privacy 2016

418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	P9-E3, P9-L5	Ps2	Customer Relationship Management
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