



Suzlon Sustainability Report

FY19 to FY21

SETTING
BENCHMARKS,
BUILDING
FOUNDATIONS.

SUZLON
POWERING A GREENER TOMORROW



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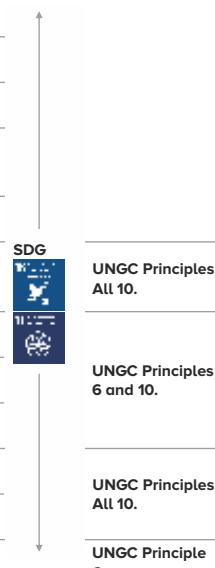
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2-1 Organization Details

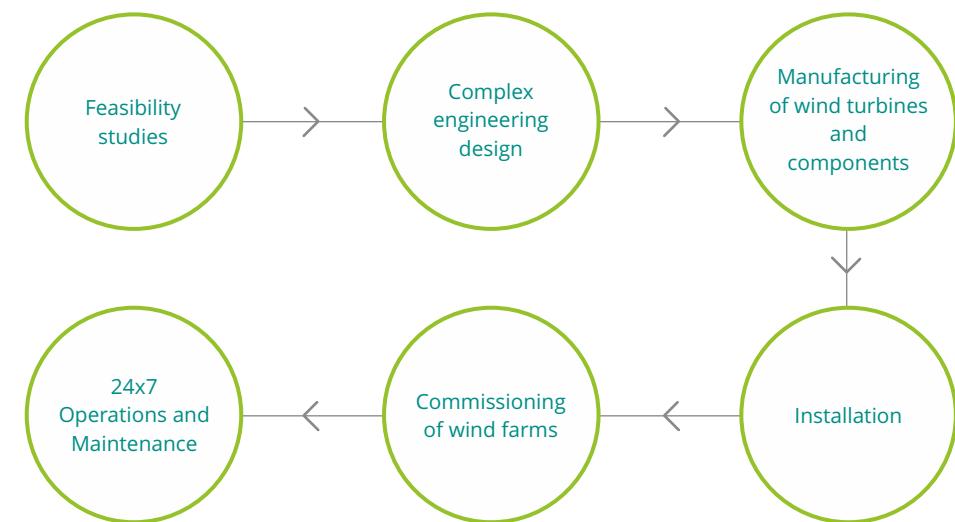
A global leader in providing renewable energy solution, Suzlon was founded in 1995. The company grew exponentially in the past two and a half decades. With the installation of over 18.8 GW wind energy and a strong presence in 18 countries across six continents, the company has been standing tall amongst its global peers.

The Suzlon Group encompasses Suzlon Energy Limited (SEL) with its various subsidiaries. The group's growth strategy is steered by the concept of sustainable development. In recent years, Suzlon has advanced robust competencies in the solar power too and aims to offer Wind-Solar hybrid solutions. Suzlon's global wind solution installations alone help in reducing over 39 million tonnes of CO₂ emissions annually.

The manufacturing facilities of Suzlon Group are spread pan India with 14 facilities. The secret of Suzlon's success lies in its dynamic, committed and determined fleet of around 5,000 employees, who are its valued strength.

Suzlon leads India market with 100+ wind farms with an installed capacity of around 12.9 GW. The Group has advanced with onshore operational wind farms in Gujarat, Rajasthan, Maharashtra, Tamil Nadu and five other states in India. The company retains a diverse client portfolio, including power utilities and electricity producers from both – public and private sectors. Suzlon operates with an objective to provide a simple and cost-effective renewable energy solution to its customers.

Concept to Commissioning Model



- Suzlon Group is India's largest renewable energy solutions provider, comprising of Suzlon Energy Limited (SEL) and its global subsidiaries with a footprint (installations, offices, R&D centres and Manufacturing) facilities in 18 countries across six continents.
- With an aim to provide 'one-stop-solution', Suzlon has created a strong presence across wind value chain and facilitates services that include wind resource assessment, design, supply, site procurement and development, installation, commissioning of the project and dedicated life cycle asset management services.
- Suzlon Group has over 18.8 GW of installed capacity globally, of which over 12.9 GW is in India alone, which is 33% of total installed base in the country. This makes Suzlon a market leader in the country.
- Suzlon asserts an inclusive product range within its 2.1 MW suite of products with varying rotor diameters and tower heights suitable for all wind regimes. This includes...



- The S111-120m (120 meter hub height), lattice-tubular tower prototype turbine commissioned in Gujarat in March 2016 achieved ~42% plant load factor (PLF). It received Type Certification in June 2016.
- Suzlon has the prototype set up in August 2017 in Gujarat – The S111-140m (140 meter hub height), which is the tallest lattice-tubular tower in the country and has achieved 43% plant load factor (PLF). It received Type Certification in June 2017.
- The S120-105m (105 meter hub height) tubular prototype has been installed and commissioned in Gujarat in June 2018. It is estimated to give 6-7% higher energy yield over the earlier model - S111. This S120 prototype introduced a new rotor diameter which is available in various hub heights up to 140 meters.
- The S120 – 140m (140 meter hub height) - India's tallest Wind Turbine Generator (WTG) was installed and commissioned with a Hybrid Concrete Tubular (HCT) Tower in Tamil Nadu in June 2018. The 140m hub height variant with lattice-tubular tower was commissioned in December 2018. In addition, a 120m hub height tubular tower variant was commissioned in January 2019. This product range enables Suzlon to reach untapped wind sites in challenging terrains.
- S120 - 140m (140 meter hub height) initial launched turbines demonstrated higher performance standards with more than two year's field operation.
- Suzlon introduced the 2.6 to 3.0 MW platforms to unlock unviable sites and deliver improved energy yield suitable for all wind regimes.
- The S128 and S133 are some of the largest wind turbine generators (WTG) in India. This platform is extendable up to 3.0MW depending on the site wind conditions. The prototype of S128-105m (105 meter hub height) was set up in Tamil Nadu in January 2018. The prototype of S133-105m was set up in August 2019. These products are available in

2.6 MW to 3.0 MW variants and offer hub heights up to 140 meters. It is expected to deliver 20-30% higher generation over the S120. The same has also been re-confirmed in measurement and validation campaigns over the last years.

Suzlon considers itself a leader in the manufacturing and dissemination of renewable energy and is the torch bearer of promoting the use of renewable energy sources by helping to sustain the environment. The vision, mission and values of the company form the foundation of good governance of the organisation.

- Suzlon is credited with developing one of Asia's largest wind farms in the western Indian states of Rajasthan and Gujarat. The Jaisalmer wind farm has over 1.6 GW of installed capacity and Kutch wind farm has of over 1.5 GW of installed capacity.
- Suzlon has its research and development centres for Wind energy in Germany, Denmark, the Netherlands and India.
- Suzlon is one of the few players to provide turnkey solutions for wind projects. The company also has capabilities to execute wind-solar hybrid solutions.
- SE Forge, a wholly-owned subsidiary of Suzlon group, incorporated in 2006, has an un-machined casting capacity of 1,20,000 metric tonnes per annum, machining capacity of 55,000 metric tonnes per annum and forging capacity of 42,000 rings per annum.
- Suzlon Global Services Limited (SGSL), a wholly-owned subsidiary of Suzlon Group is the custodian of over 12.9 GW of wind assets under service in India making it the third largest Operations and Maintenance Company (over 8,900 turbines) in Indian power sector. The Group also has around 1 GW of wind assets under service outside India.
- Suzlon has a human capital of over 5,000 employees across diverse geographical locations and talent spread at all these locations.

- The Group is headquartered at Suzlon 'One Earth' campus in Pune, India. A LEED Platinum and GRIHA 5 star certified building, One Earth is regarded as one of greenest corporate campuses in the world.

Suzlon's motto is to support its stakeholders to shift to a green and sustainable

world. Suzlon operates with the cutting edge innovative technologies thus making it possible to turn its vision into action. Suzlon's leadership in the renewable energy field revolves around extensive energy experience, an ambitious yet strategic focus to decarbonize global energy systems, to be a driver and a valued partner of the energy transition.

Vision, Mission and Values



Suzlon's journey towards holistic sustainable development is built on five foundational pillars:

Agility – Efficient, prompt, and timely action defines the way Suzlon conducts its business and goes forward in its endeavour to achieve growth and create value for all stakeholders.

Creativity – Constant innovation and creation of new models are the cornerstones of Suzlon's untiring efforts for unlocking the potential of renewable energy.

Value addition – Suzlon's efforts are always revolve around delivering the maximum value to all its stakeholders.

Commitment – Suzlon is committed to building a sustainable tomorrow and for achieving this, it constantly partners and collaborates with all its stakeholders.

Integrity – Complete honesty and transparency form the foundation for Suzlon's relationship with all its stakeholders.

2 – 2 Entities included in the sustainability reporting:

Suzlon Group a pioneer in renewable energy vertical in India has a strong presence in 18 countries, spread across 6 continents. (<https://www.suzlon.com/in/en/suzlon-worldwide>).

Suzlon's manufacturing units located in India are supported by eight R&D facilities in Germany, India, Denmark and the Netherlands. However, for this reporting purpose, only following Indian entities are considered:

Companies -Suzlon Group consisting of the India subsidiaries

- a. Suzlon Energy Limited (SEL)
- b. Suzlon Gujarat Wind Park Limited (SGWPL)
- c. Suzlon Global Services Limited (SGSL)
- d. Suzlon Generators Ltd (SGL)
- e. Suzlon Power Infrastructure Limited (SPIL)
- f. SE Forge Limited

Bifurcation of reporting boundary – 44 units, is as given below:

- 23 factories
- 9 installation wind farm sites where new turbines are put up
- 9 operation and maintenance units through which existing turbines are serviced
- 1R&D unit
- 1logistic unit
- 1Pune headquarter office

2 – 3 Reporting period, frequency and contact point

Suzlon Group has embarked on its journey towards mainstreaming its sustainability reporting practices. We support UN SDGs and the internationally proclaimed United Nation Global Compact (UNG) ten principles. We aim to adopt an annual cycle for our sustainability reporting. However, in our endeavour to standardize our reporting exercise, we have combined three years i.e. FY19, FY20 and FY21 reports.

Our ambition is to adhere to the widely accepted standards like Global Reporting Initiative (GRI) Standards for measuring and disclosing our non-financial performance. This report is our first attempt of using GRI Standards. However, we do not claim this report to be qualifying for 'GRI-Referenced' or 'In accordance' criteria. We have used GRI Standards 2021 for the purpose.

2 – 4 Restatements of information

There are no restatements of information from the previous report

2 – 5 External assurance

For this report, external assurance has not been planned.

GRI 2 - GENERAL DISCLOSURES

2. ACTIVITIES AND WORKERS

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- 2-6 Activities, value chain and other business relationships
 - 2-7 Employees
 - 2-8 Workers who are not employees
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2 – 6 Activities, value chain and other business relationships

Suzlon has full-fledged dedicated supply chain systems, however, the entities and activities involved in this function is kept outside the boundary of this report.

Integrated Supply Chain Management

Suzlon's integrated manufacturing strategy is ably supported by its efficient supply chain management processes.

Suzlon's supply chain management is a robust system of independent functions working together in an interrelated process. This ensures that the process functions independently of any particular aspect of the operation. Each function complements the other and hence proves to be an advantage as timelines of service delivery are always fulfilled. There is no time lag due to delay in delivery by a particular function, which ensures profitability for the customer.

The functions of the supply chain are either carried out in-house or outsourced to vendors. Suzlon aims at consistency in practices and quality in products, both of which are ensured through a rigorous vendor development process.

All vendors and subsidiaries are required to meet the quality standards, strategic goals and vision of the organisation. They are carefully screened and analysed on numerous criteria related to materials, processes, quality and environment by a dedicated unit that comprises of members of senior management, among other experts.

Vendors are also required and recommended to obtain industry certifications to verify their practices including:

- Quality Management System standard of ISO 9001:2015 for quality and excellence in production.
- Occupational Health and Safety Management System standard of ISO 45001:2018 for maintaining a high standard of employee health and safety.

- Environmental Management System standard of ISO 14001:2015 for maintaining the Suzlon promise of a minimised carbon footprint.
- Suzlon's supply chain management process contributes towards helping the customers earn profits in a sustainable manner while promoting a green environment.

Value Added Services & Products

Climbing System

The OMS (Operation and Maintenance Services) Engineers and technicians need to climb turbine towers. To ensure safe and quick climbing to reach the nacelle with tools, the Quick Climb system has salient features that reduce the technician fatigue, enhances performance and are easy to install without changing the existing tower structure.



Quick Sense

Quick Sense is equipped with a sensor to identify the wind direction. It ensures greater resolution and accuracy of the wind direction that leads to better alignment of the nacelle to the wind direction. This results in increased Annual Energy Production (AEP).



SC Trinity

SC Trinity is the NextGen platform that enhances the asset production besides making SCADA a user-friendly application and enables a user to view the real-time performance of WTGs.

The salient features include client based application for Supervisory Control and Data Acquisition system (SCADA), improved look and feel of SCADA and enables clients to access various MIS (Management Information System).



End-to-End Solutions

Apart from unique business approach that includes initiation, installation, management and maintenance, Suzlon has been providing end to end solutions in renewable energy. The company safeguards the WTGs performance which is at peak at all times and yields maximum Plant Load Factor (PLF) to generate utmost ROI (Return On Investment) for its customers. This end-to-end solutions model catering to the customers is a complete package starting from planning to maintenance and throughout the lifecycle of the wind turbines steered by value engineering and cost reduction; this approach gives customers a competitive advantage and an increased profitability.

World-Class: Suzlon has the expertise of constructing and managing customized wind farms together with an extensive experience of successfully handling wind farms with forward and backward integration that keeps the projects operation in adverse geographic or climatic conditions. This makes Suzlon a truly world-class company.

One-stop solution: Suzlon provides an integrated support to its customers – from supply chain, value chain, project scheduling, manufacturing, services and spares, R&D and technological support giving customers a unique experience of fulfilling all their needs at a single point.

Robust experience: Suzlon, apart from taking up new projects, holds the capabilities of entering the projects at various stages of completion and provides assistance to the customer in successfully executing the project.

Research and development (R&D): It is the backbone and plays a pivotal role in Suzlon's success. R&D is a key function that continually energizes our powerhouse of renewable energy. Our R&D division constantly keeps fuelling our focus and stimulates us to create innovative products and services to make the renewable energy striking and profitable to the investors, especially in wind energy. Our dedicated R&D with cutting-edge technology plays an important role in making Suzlon a market leader.

Services

Renewable Energy Services

Suzlon's leadership in producing Wind Turbines Generators (WTGs) is a symbol of reliability and sustainability. The company along with its world-class products offers a wide range of services, complementing to the products to derive concentrated effectiveness.

SUzlonREliability (SURE services)

SURE is a suite of services designed to ensure optimum performance, higher yields and maximum return on investment (ROI). Suzlon, as of March 31, 2021, possesses WTG assets worth over 11 billion USD globally and uses advanced infrastructure to service 9,500+ WTGs with a total installed capacity of over 18.8 GW. The Company is using the WTG installed of over 25 years owing to its right maintenance and monitoring systems. The credit goes to the team work of all employees who ensure the excellent condition of WTGs.

Suzlon has over 2.5 million cumulative hours of servicing experience on the WTG. In addition to this, Suzlon also provides Operations and Maintenance Services- OMS for its solar energy projects.

Optimisation & Digitalisation

Suzlon's Supervisory system - SCADA, certified for ISO-27001, enables proactive monitoring of field conditions, improves energy yield of turbines and allows for better scheduling and forecasting by remotely measuring and monitoring the performance. This system provides real-time information about the entire global WTG fleet and enables proactive monitoring of field conditions.

SCADA is developed with TIA 942 with TIER 3 Data centre availability and connects each WTG to Suzlon Monitoring Centres – SMC in India and Australia. This system predicts component failures with total accuracy and facilitates OMS to plan corrective measures.

Some of the salient features of SCADA are...

- Enables real-time monitoring of WTGs
- Best in class
- User friendly
- Expedites troubleshooting and notification
- Facilitates data acquisition and analysis for predictive maintenance, all with secured access
- Real-time 24X7 turbine monitoring at SMC
- Controls critical parameters for better performance
- Use of Big Data technology for scheduling and forecasting wind patterns
- Generates MIS reports & analysis of historical SCADA data

Operations and Maintenance Services (OMS)

Suzlon has set its focus right from the inception that it will provide sustainable Operations and Maintenance Services (OMS) to all its WTGs throughout the life-cycle with a corresponding principle to ensure the best ROI for investors. Our focus is beyond designing and / or the finest turbines and we have established ourselves as the custodian of our customers' assets throughout the project life-cycle with best-in-class services through highly knowledgeable world-class OMS team.

Our Global Operations and Maintenance Service (GOMS) team maintains a fleet of more than 9,500+ wind turbines across various countries in six continents. With our two and a half decades of experience, we have crafted state-of-the-art OMS practices, ensuring our WTGs to operate in any climatic conditions ranging from 50 to -25 degrees Celsius. Our proactive and reactive approach towards maintenance services and addressing issues in a timely manner, ensures consistent profitability throughout the project.

Our range of services covers the following by:

- Repair of damage caused by extenuating conditions
- Service of equipment to counter the regular wear and tear of parts
- Inventory management of spares, including those for WTGs no longer manufactured but only maintained, at pivotal locations

- Value added products for easy and effective maintenance and increasing performance
- High-end digitization products
- Drone facilities for inspection of WTGs

R&D

Suzlon's investment in R&D is significantly high. We devote a large share of our revenue in incubating innovation, product development, processes, OMS and implementing the projects, resulting in to substantial reduction in the Levelised Cost of Energy (LCoE).

Suzlon's aim is always to deliver finest and value added services to its customers with constant thrust towards technological advancement and process innovation. The objective is to reduce time for the wind farm or solar facilities to yield results while ensuring the increase in the productive life.

Our four major R&D centres are set up in Denmark, Germany, the Netherlands and India. These centres are equipped with ignited minds with vast knowledge base in the field of aviation and wind energy. The R&D teams remain constantly engaged in assimilating and formulating our R&D strategies. Suzlon is perusing the aerodynamic limits with each new turbine model and also introducing advanced materials such as carbon-fibre in its NextGen turbines to increase the strength of the blades and at the same time making them light weight.



Our R&D facilities

COUNTRY	UNIT	FOCUS AREA
Germany	Hamburg	Development & Integration Certification
	Rostock	Development & Integration Design & Product Engineering Innovation & Strategic Research
Netherlands	Hengelo	Blade Design and Integration
India	Pune	Design & Product Engineering Turbine Testing & Measurement Technical Field Support Engineering
	Vadodara	Blade Testing Centre
	Chennai	Design & Product Engineering (Mechanical Drive)
	Bengaluru	Technology Centre
Denmark	Aarhus	SCADA

Suzlon, through its vertical integration of manufacturing, provides assured, uniform and reliable services to its customers. The quality is ensured by the state-of-the-art equipment, highly experienced and technologically qualified team and strict adherence to the international standards and compliance of regulatory norms throughout the manufacturing process. Our manufacturing process is one of our key strengths that helps us to stand tall and maintain our position as a leading player in the wind energy sector, with the highest number of installed wind assets in the country.

India has a tariff based bidding system for adding renewable energy at a national level. Suzlon, being well placed with the infrastructure, systems and best-in-class processes, caters to the clients' requirements uninterruptedly by providing end-to-end solutions at a lower cost yet in most competitive manner, be it wind power project delivery or turnkey project service suit or selective service offering depending upon the client and project needs. Suzlon, thus also contributes to the nation building initiatives.

Project services and solutions

The salient features of Suzlon's project services and solutions that differentiate it from others are:

- Strong front-end engineering
- Proven track record of successfully constructing and managing customized wind parks globally
- Wide experience to operate in diverse climatic zones and adverse site conditions
- Interface management skills
- An in-house talent pool of multi-cultural, multi-ethnic, global workforce

Wind Resource Assessment

Suzlon's project execution and management covers following specialized and advanced technical services:

- Selection of windy sites
- Advanced systems and technology for wind measurements
- In-depth study of the site's wind and climate characteristics covering spatial and temporal variations
- Terrain assessment and its influence on wind flow over the site
- Turbine suitability studies
- Optimal layout design, maximizing production while optimising project development costs
- Assessment of expected long term mean annual energy production
- Power Curve Measurements

Installation & Commissioning

Wind turbine installation projects, including erecting and commissioning is carried out under extreme climatic conditions and difficult terrains. Suzlon observes stringent safety measures, adhering to its zero-tolerance policy during erection of wind turbines. We undertake critical inspections at every stage to ensure quality along with regulatory compliance with different location oriented requirements for setting up the projects.

Wind Park Delivery Process

- Design and Engineering Procurement and Construction (EPC) of Balance of Plant (BoP) infrastructure
- Statutory approvals and permissions
- Grid interconnection
- Installation and commissioning

- Land levelling and area development
- Construction of new roads and strengthening of existing road network
- Construction of wind turbine foundation and crane pads
- Construction of 33kV electrical network
- Construction of requisite Power Evacuation network including pooling substation and EHV lines
- Establishment of SCADA network

Land Sourcing and Approvals

- Legal due diligence and acquisition of required land
- Legal rights and permissions for wind park development
- Clearances and permissions from relevant government authorities including but not limited to Ministry of Defence (MoD) and Aviation Authority of India (AAI)

Infrastructure Development

Project sites are often in remote areas, far from existing infrastructure. Suzlon has the expertise in creating local infrastructure in such remote areas and implementing the following:

Subsidiaries

- In 2006, Suzlon incorporated SE Forge – a wholly-owned subsidiary with casting capacity of 1,20,000 MT, machining capacity of 55,000 MT and forging capacity of 42,000 rings per annum.
- Suzlon Global Services Limited (SGSL), a wholly-owned subsidiary of Suzlon Group is the custodian of over 12.9 GW of wind assets under service in India making it the 3rd largest Operations and Maintenance Company (over 8,900 turbines) in Indian power sector.
- The Group also has around 1GW of wind assets under service outside India.



2 – 7 Employees

For Suzlon, human resource is our backbone and we operate with a conviction that each of our employees benefits from cohesive and inclusive work culture. We strive to provide our employees good working conditions, freedom and support to prosper and reach their full potential. This promotes positivism and keeps them motivated. We adopt the best-in-class practices during engagement with talent fraternities including universities and vocational schools for acquiring brightest and the best candidates. To practice the values across the organization and to increase awareness about the values, Suzlon conducts training & motivation sessions for employees at regular intervals. This process helps turning values into actions within their respective functions, turning it to be a way of life and a culture of the organization.

Our human resource team plays a key role us a strategic business partner and advances the organisational aims and objective of progression, responsiveness with improved productivity. Our people development programs help enriching the proficiencies of our employees to deliver remarkable results on the path of operational excellence by creating an engaging and interactive workplace.

This approach inculcates a sense of belongingness in the employees, resulting in reduced attrition, fewer grievances, etc. We have implemented numerous initiatives, policies and programs apart from promoting healthy and safe work environment for all our employees and community at large.

Region: India	FY19			FY20			FY21		
Employee Type	Total	Men	Women	Total	Men	Women	Total	Men	Women
Permanent Employee	6608	6426	182	5480	5331	149	5315	5176	139
Workers who are not employees	51	32	19	41	25	16	53	31	22



2 – 8 Workers who are not employees

Suzlon, apart from its regular employment and contract practices, collaborates with academic institutions and engages interns for a specific duration at different locations. These interns are eligible for benefits such as:

1. Access to Canteen
2. Access to Transportation
3. Access to Personal Protective Equipment (PPE)
4. Access to Trainings

Interns in unit	FY19	FY20	FY21	Total
Blade Central Office	3	4	0	7
SCM Central Office	8	6	1	15
Corporate services Office	17	5	17	39
CSR Office	8	22	17	47
Electrical Transformer Plant	0	0	4	4
Electrical Generator Plant	0	0	4	4
SE Forge Plant	5	1	0	6
Operation & Maintenance	8	3	7	18
Concept to commissioning	2	0	3	5
Total Interns	51	41	53	145



3. GOVERNANCE

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2-17 Collective knowledge of the highest governance body	16,17	6,10
2-18 Evaluation of the performance of the highest governance body	16,17	All
2-19 Remuneration policies	6,17	All
2-20 Process to determine remuneration	16,17	6



2 – 9 Governance structure and composition

For an enduring company, going beyond merely meeting statutory compliances is essential. Having good governance especially when the business paradigms are shifting from shareholder focus to stakeholder inclusivity is a must. Good governance now resonates with being responsible towards all stakeholders, transparency towards value creation as well as value erosion, risks and opportunities and truthful disclosures all stakeholders.

At Suzlon, Corporate Governance is focused on long term value creation for all stakeholders, ethical business processes and a purpose driven business model. Our Board ensures that Suzlon is not only compliant with the laws of the land that it operates in, but also creates enduring value for all its stakeholders. Suzlon has well-articulated policies which serve as guidance on the tenets of good governance in their day-to-day functioning and on long term value creation balancing the Economic, Environmental and Social aspects of business.

A Board comprising of appropriately qualified people with broad range of experience relevant to the business of the Company is important to achieve effective corporate governance and sustained success of the Company. A truly diverse Board at Suzlon makes good use of differences in the skills, regional and industry experience, background, race, gender and other distinctions amongst Directors. These differences are considered in determining the optimum composition of the Suzlon Board and when needed is balanced appropriately. The Board has an optimum combination of executive, non-executive and independent directors including one woman independent director.

Suzlon has adopted a policy on Board Diversity that sets out the Company's approach to ensuring adequate diversity in its Board of Directors and is devised in consultation with the Nomination and Remuneration Committee of the Board. The policy can be accessed at https://www.suzlon.com/pdf/about/cg/Policy_Board-Diversity-&Remuneration.pdf



The Board comprises of :

As at end of	Executive Director	Non-Exec. Director	Total
FY19	2	8	10
FY20	2	6	8
FY21	2	8	10

Sr. No.	Name	DIN	FY19	FY20	FY21
1	Mr. Tulsi R. Tanti – Chairman Managing Director, (Promoter Director)	00002283	Yes	Yes	Yes
2	Mr. Girish R. Tanti, Non-Executive Director (Promoter Director)	00002603	Yes	Yes	Yes
3	Mr. Vinod R. Tanti, Wholetime Director & Chief Operating Officer (Promoter Director)	00002266	Yes	Yes	Yes
4	Mr. Marc Desaedeleer, Independent Director	00508623	Yes	Yes	Yes
5	Mr. Per Hornung Pedersen, Independent Director	07280323	Yes	Yes	Yes
6	Mr. Rakesh Sharma, Nominee of State Bank of India, Non-Executive Director	06695734	N.A.	Yes (appointed w.e.f 19/12/2019)	Yes
7	Mr. Sameer Shah, Independent Director	08702339	N.A.	Yes (appointed w.e.f 27/02/2020)	Yes
8	Mrs. Seemantinee Khot, Independent Director	07026548	N.A.	Yes (appointed w.e.f 16/03/2020)	Yes
9	Mr. Gautam Doshi, Independent Director	00004612	N.A.	N.A.	Yes (appointed w.e.f 04/05/2020)
10	Mr. Hiten Timbadia, Nominee of Investor Group, Non-Executive Director	00210210	N.A.	N.A.	Yes (appointed w.e.f 29/08/2020)
11	Mr. Vaidhyanathan Raghuraman, Independent Director	00411489	Yes (ceased w.e.f 31/03/2019)	N.A.	N.A.
12	Mr. Rajiv RanjanJha-A nominee of Power Finance Corporation, Non-Executive Director	03523954	Yes (ceased w.e.f 06/04/2018)	N.A.	N.A.
13	Mr. Ravi Uppal, Non-Executive, Independent Director	00025970	Yes	Yes (ceased w.e.f 27/09/2019)	N.A.
14	Mr. Venkataraman Subramanian, Non-Executive Independent Director	00357727	Yes	Yes (Ceased w.e.f 04/10/2019)	N.A.
15	Mrs. Pratima Ram, A nominee of State Bank of India, Non-Executive Director	03518633	Yes	Yes (ceased w.e.f 31/10/2019)	N.A.
16	Mrs. Vijaya Sampath, Non-Executive Independent Director	00641110	Yes	Yes (ceased w.e.f 27/09/2019)	N.A.
17	Mr. Biju George Kozhipattu, Nominee of IDBI Bank Limited Non-Executive Director	02405333	Yes (appointed w.e.f 29/11/2018)	Yes (ceased w.e.f 28/08/2019)	N.A.
18	Mr. Brij Mohan Sharma, nominee of IDBI Bank Limited Non-Executive Director	07193258	Yes (ceased w.e.f 29/11/2018)	N.A.	N.A.

Brief introduction of Board of Directors

Mr. Tulsi R. Tanti

Founder, Chairman & Managing Director

B.Com, DE (Mech.)

Founder, Chairman and Managing Director of Suzlon Group. A visionary and a world renowned expert on renewable energy, he is passionate about championing the cause of affordable and sustainable energy to tackle the paradigm of economic growth and climate change. He is credited with the establishment of the renewable market in India and has been conferred with numerous awards including 'Champion of the Earth' by the UN and 'Hero of the Environment' by TIME magazine.

Mr. Girish Tanti

Non-executive Director

Electronic engineer with a management graduation from the Business School at The Cardiff University UK.

One of the founding members of Suzlon Energy Limited. He brings to Suzlon a unique blend of understanding the dynamics of

technology and strong business acumen. He has played many roles in helping create the global corporation that Suzlon is today. Over the years he has led International Business Development, Human Resources, Information Technology, Communications and CSR – all critical functions in making Suzlon the only wind energy player from a developing nation to rank among the top five worldwide. In his current role, as Director-on board, he provides strategic direction towards the long-term objectives of the group. Through the years, Mr. Girish R. Tanti has not only believed in, but completely devoted himself to the vision of harnessing the power of wind to power a greener, more sustainable tomorrow for generations to come.

Mr. Vinod Tanti

Whole-time Director and COO

B.E. Civil Engineering

Associated with Suzlon right from its inception. He has handled diverse portfolios, largely on a Conceive - Design - Build - Operate and Transfer

model. He contributes to the Company his experience of the entire wind value chain segments as well as process centricity and innovation. His focus areas are creating alignment and deriving synergy within and between value chain components.

Mr. Marc Desaedeleer

Independent Director

M.B.A. from Carnegie Mellon University M.Sc. from the University of Louvain (Belgium).

Retired in early July 2018 from TRG (The Rohatyn Group) where he was a partner and a member of its Executive Committee. Prior to this, he was the Chief Investment Officer of Citigroup Venture Capital International (CVCI) Growth Fund I and Growth Fund II, respectively a \$1.6Bn and a \$4.3Bn Private Equity Fund focused on Emerging Markets. Before becoming CIO of CVCI, he led CVCI's business in CEEMEA and India from 2001 to 2005. Prior to this he was a senior manager of Citibank's Corporate Banking business covering over 20 countries focusing on Central Europe and Russia. In prior positions within

Citigroup, Mr. Marc Desaedeleer was Business Manager for Citibank's Corporate and Investment Banking business in France, managed several international businesses within Citibank's Investment Banking group including ADRs, and was responsible for Citibank's strategy in Global Equities. Before joining Citigroup, Mr. Marc Desaedeleer worked for several international companies including Sulzer (Switzerland) and Lisnave (Portugal).

Mr. PerHornung Pedersen

Independent Director

Bsc (Finance and Accounting), Diploma in Audit and Tax as well as an MBA.

Mr. Per Hornung Pedersen began his career at Arthur Andersen and spent 25 years in various managerial and executive positions, primarily with listed companies in the construction, packaging and telecom sector. He joined the wind industry as CFO of NEG Micon/Vestas in 2000, and moved to Suzlon in 2004. Under Mr. Pedersen's watch, the company has transformed from a strong player in India to number

Brief introduction of Board of Directors

five globally. He was also the CEO of REpower and succeeded in doubling turnover to 1.2 billion euros and quadrupled EBITA to around 100 million euros.

He is a senior advisor to MCF Corporate Finance, Hamburg, Atrium Partners, Copenhagen and Apricum Clean Tech Advisory, Berlin. Complementing his long experience in business strategy and development within the wind industry and renewable sector, Mr. Pedersen has many years of international experience, managing diversity of cultures, growth and change.

Mr. Rakesh Sharma Nominee Director

B.Sc. (Bio & Chemistry),
LLM - Corporate Laws

Joined State Bank of India in 1978 as probationary officer. During his tenure with State Bank of India, he handled various assignments in retail banking, corporate credit, international banking, micro finance and agricultural banking. He was instrumental in opening of State

Bank of India's branch at Shanghai, China. His last assignment with State Bank of India was as a Circle Chief General Manager of undivided Andhra Pradesh.

Mr. Sameer Shah Independent Director

MBA from the University of Rochester, New York, diploma in Securities Law from the Government Law College, Mumbai.

With over 35 years of experience, last served as the CFO and Head of ICT for Petroleum, Chemicals & Mining Company for 5 years. Prior to that, he worked for 13 years with Deutsche Bank as a Managing Director heading the Equity Services Business for Asia Pacific and the Arabian Gulf countries. He also headed the Corporate Banking division of the bank for Western India from 2009-11. His previous employment was with SABIC in Saudi Arabia, Ontario Hydro (HydroOne) in Canada and TCS in Mumbai before PCMC and Deutsche Bank.

Ms. Seemantinee Khot Independent Director

B.A. (Psychology, Pune University, 1980), MASW (Tata Institute of Social Sciences, Mumbai, 1982)

She has nearly four decades of experience in the development sector, 20 years of direct implementation with NGOs, 12 years of Bilateral Aid and UN assignments and 8 years in CSR and sustainability consulting.

Mr. Gautam Doshi Independent Director

Chartered Accountant & M. Com

Mr. Doshi has been in professional practice for over 40 years. He advises various industrial groups and families and also serves as director on boards of listed and unlisted companies. Mr. Doshi has experience in wide range of areas covering Mergers and Acquisitions, Direct, Indirect and International Taxation, Transfer Pricing, Accounting and Corporate and Commercial Laws. He has been actively involved in conceptualising

and implementing a number of mergers and restructuring transactions, both domestic and cross border, involving many of the top 20 listed companies on the BSE as also those forming part of FTSE 100.

Mr. Hiten Timbadia Non-Executive Director

B.Com, LLB (Gen), F.C.A.

He has 34 years of experience in the field of Accounting, Taxation, Auditing, Finance and Consultancy.

Details of the Key Managerial Personnel:

Sr. No	Name	Designation	FY19	FY20	FY21
1	Mr. Ashwani Kumar	Group Chief Executive Officer	N.A.	N.A.	Yes (appointed w.e.f 19/10/2020)
2	Mrs. Geetanjali Santosh Vaidya	Company Secretary	N.A.	Yes (appointed w.e.f 28/12/2019)	Yes
3	Mr. Hemal A. Kanuga	Company Secretary	Yes	Yes (ceased w.e.f 28/12/2019)	
4	Mr. J. P. Chalasani	Group Chief Executive Officer	Yes	Yes	Yes (ceased w.e.f 07/07/2020)
5	Mr. Swapnil Jain	Chief Financial Officer	N.A.	Yes (appointed w.e.f 1/06/2019)	Yes

The composition of the various committees of the Board:

Name of Committee	Names of Committee members and category	Date of Appointment	Date of Cessation	Remarks
1. Audit Committee	Mr. Vaidhyanathan Raghuraman, – Non-executive Independent	28/12/2005	31/03/2019	Ceased to be a Director w.e.f. 31/03/2019
	Mr. Venkataraman Subramanian, – Non-executive Independent	31/10/2014	04/10/2019	Ceased to be a Director w.e.f. 04/10/2019
	Mr. Per Hornung Pedersen, Chairperson – Non-executive Independent	28/09/2015	-	Designated as Chairperson w.e.f. 15/10/2019
	Mr. Ravi Uppal, Chairperson - Non-executive Independent Director	01/04/2019	27/09/2019	<ul style="list-style-type: none"> Appointed as Member & Chairperson of Audit Committee w.e.f. 01/04/2019 Ceased to be a Director w.e.f. 27/09/2019
	Mr. Marc Desaedeleer, Member, Non-executive Independent	15/10/2019	-	Inducted as Member w.e.f. 15/10/2019
	Mr. Vinod R.Tanti, Member, Executive	15/10/2019	-	Inducted as Member w.e.f. 15/10/2019
2. Nomination and Remuneration Committee	Mr. Vaidhyanathan Raghuraman, – Non-executive Independent	30/01/2006	31/03/2019	Ceased to be a Director w.e.f. 31/03/2019
	Mrs. Vijaya Sampath, Non-executive Independent	11/11/2016	27/09/2019	<ul style="list-style-type: none"> Appointed as Chairperson w.e.f. 01/04/2019 Ceased to be a Director w.e.f. 27/09/2019
	Mr. Marc Desaedeleer, Chairperson – Non-executive Independent	01/04/2012	-	Designated as Chairperson w.e.f. 15/10/2019
	Mr. Per Hornung Pedersen, Member – Non-executive Independent	28/09/2015	-	-
	Mr. Girish R.Tanti, Member – Non-executive	28/09/2015	-	-
	Mr. Venkataraman Subramanian, Non-executive Independent	01/04/2019	04/10/2019	<ul style="list-style-type: none"> Appointed as Member w.e.f. 01/04/2019. Ceased to be a Director w.e.f. 04/10/2019
3. Stakeholders Relationship Committee	Mr. Vaidhyanathan Raghuraman – Non-executive Independent	14/05/2011	31/03/2019	Ceased to be a Director w.e.f. 31/03/2019
	Mr. Tulsi R.Tanti, Member – Executive	28/03/2005	-	-
	Mr. Vinod R.Tanti, Member – Executive	30/07/2011	-	-
	Mr. Per Hornung Pedersen, Chairperson, Non-executive Independent	15/10/2019	-	Inducted as Member & Chairperson w.e.f. 15/10/2019
	Mr. Venkataraman Subramanian – Non-executive Independent	01/04/2019	04/10/2019	<ul style="list-style-type: none"> Appointed as Member & Chairperson w.e.f. 01/04/2019. Ceased to be a Director w.e.f. 04/10/2019
4. Risk Management Committee	Mr. Tulsi R.Tanti, Chairperson – Executive	27/12/2014	-	-
	Mr. Vinod R.Tanti, Member – Executive	27/12/2014	-	-
	Mr. J.P.Chalasani, Member – Group Chief Executive Officer	14/11/2018	07/07/2020	Ceased to be a member w.e.f. 07/07/2020
	Mr. Kirti J.Vagadia, Member – Group Chief Financial Officer	28/09/2015	01/10/2019	Ceased to be member w.e.f. 01/10/2019
	Mr. Ashwani Kumar, Member, Group Chief Executive Officer	10/11/2020	-	Inducted as Member w.e.f 10/11/2020
5. CSR Committee	Mr. Tulsi R.Tanti, Chairperson – Executive	30/05/2014	-	-
	Mr. Girish R.Tanti, Member – Non-Executive	30/05/2014	-	-
	Mr. Vaidhyanathan Raghuraman – Non-executive Independent	30/05/2014	31/03/2019	Ceased to be a Director w.e.f. 31/03/2019
	Mr. Per Hornung Pedersen, Member, Non-executive Independent	01/04/2019	-	Appointed as Member of CSR Committee w.e.f. 01/04/2019

2 – 10 Nomination and selection of the highest governance body

There is a nomination and remuneration committee at the company which recommends any individual to the position of a director on the board of the company, the highest governance body. It has also to be approved by the shareholders through meetings when the appropriate cases are discussed. Due consideration is also given to ensure that there is diversity in the board as laid out in the ‘Policy of board diversity’, which is available at the link https://www.suzlon.com/pdf/about/cg/Policy_Board-Diversity-&-Remuneration.pdf

2 – 11 Chair of the highest Governance Body

Suzlon’s dynamic leadership team is redefining the renewable energy industry and creating value for our customers, partners and employees.

Mr.Tulsi R. Tanti is the Chairman and Managing Director of the Board. The driving force behind Suzlon’s growth since its establishment in 1995, his vision and strategic acumen has transformed Suzlon and made it a global powerhouse in the energy sector. A world-renowned expert on renewable energy, Mr. Tanti believes in creating sustainable businesses and a sustainable world through energy independence and security.



2 – 12 Role of the highest governance body in overseeing the management of impacts

The Board oversees the strategic direction and performance of Suzlon. It is entrusted and empowered to oversee the management, direction and performance of the Company with a view to protect interest of the stakeholders and enhance value. The Board of Directors meets periodically to discuss usual Board business along with policy and strategy matters. Suzlon has various Board Committees which focus on specific areas to make informed decisions. Every Committee of the Board functions according to its charter that defines its composition, scope, power and role.

The number of Board meetings during the last three years held:

FY19	FY20	FY21
May 30, 2018	May 30, 2019	April 18, 2020
August 4, 2018	August 14, 2019,	July 6, 2020
November 14, 2018	November 14, 2019	August 24, 2020 (adjourned to and held and concluded on August 28, 2020)
February 7, 2019	February 12, 2020	October 16, 2020
	February 27, 2020	November 10, 2020
		February 4, 2021

Apart from various meetings, the Board / Committees also consider and approve certain matters by circular resolutions, which are ratified at the next meeting of the Board.

In accordance with the provisions of Schedule IV of the Act and Regulation 25 of the Listing Regulations, a separate meeting of the Independent Directors is held

once in a financial year without the participation of non-Independent Directors and the members of the management. The Independent Directors discuss on various aspects, viz., performance of non-Independent Directors and the Board as a whole, performance of the chairperson of the Company, quality, quantity and timeliness of flow of information between the Company management and the Board that is necessary for the Board to effectively and reasonably perform its duties. During last three years, the meetings of Independent Directors were held on 29th May 2018, 29th May 2019 and 24th June 2020.



2 – 13 Delegation of responsibility for managing impacts

The Board of the company is empowered to oversee the management and is responsible for the performance of Suzlon and its impact on economy, environment and society. There is a Corporate Social Responsibility Committee to further focus on sustainability and ensure that the organization positively impacts the society. In addition to it, the organization also has a Risk Management Committee to measure, prioritize, mitigate, and monitor risks and imbibe sustainability into the fabric of the organisation.

In the pursuit of Suzlon's commitment towards enhancing sustainability footprints within the fragile eco-system and social fabric, the Company focuses on ESG concerns with long-term goals to positively impact the environment and the society at large. The Board strongly feels that it is the prime duty of the organization not only to operate in a holistic way but also to create intergenerational futuristic perspective that extends beyond the tenure of any management team. Suzlon considers it as a Work-In-Progress and a continuous journey. Suzlon has a process of in-depth deliberation with the stakeholders,

consider and evaluate their concerns, views, interests and form strategies to embark on its journey towards achieving set goals. This includes capital allocation decisions.

The process follows a top-down method and it starts with the Board. The management team invests required resources heavily on developing appropriate structures, control systems and mechanisms for accomplishing the purpose.

The Company ensures that each team member, regardless of status, designation, role and responsibility, embraces the organization's mission and adheres to the Company's cultural values and lives by them. Suzlon assures a cohesive and positive working environment with freedom to work. This enhances the sense of ownership in the employees and they are encouraged to consult their seniors, express their views in their respective work and contribute to achieving the sustainability goals.

The Board is apprised about the progress, development and status on each goal. The Board oversees the internal sustainability communication strategies and ensures that the Company's sustainability goals are being effectively penetrated throughout the organization.



2–14 Role of highest governance body in sustainability reporting

Sustainability reporting is a top-down process and exhibits the organization's commitment towards conducting the business in ethical and holistic manner. The disclosures in the report are obligations to the public and hence, the information published needs authentication, which establishes accountability.

Also, the report reflects the human face of the organization, investment, strategy, risk management, challenges and opportunities etc. and the decisions made for sustainability of the business in a fragile environment. Such insight comes from top management and hence, it is essential that highest governance body reviews the report.

2–15 Conflicts of interest

Senior Management Personnel (SMPs) are guided and required to be compliant to the 'Code of Ethics for Directors and Senior Management' that requires SMPs to avoid situations where a conflict of interest might occur. The code can be found in the corporate website, or at the link- <https://www.suzlon.com/pdf/about/cg/PolicyCodeofEthics.pdf>

The company has a process of signing a "Certificate of Compliance with Code of Ethics" by Directors and Senior Management team that occupies positions on the Board.



2 – 16 Communication of critical concerns

The company has a vigil mechanism for addressing the concerns of the stakeholders. The whistle blower policy in the organization lists down measures that a person within and outside the company can take to communicate concerns related to governance or other parameters and also lists down the safeguards put in place to protect the complainant from any retaliations. Individual can raise the concern of the incident through email, call, fax or postal mail at the addresses provided in the policy. There is a Central Ethics Committee (CEC) in place to look after the whole process. If the concern is related to any member of the Central Ethics Committee (CEC), then the Chairman and Managing Director (CMD) can be approached. Further down the line, depending on the type of complaint, the responsibility is distributed between Chief of Human Resource and Head of Management Assurance.

Globally the pressure to move away from the inefficient fossil fuel towards renewal energy sector, has also created a great opportunity for the “Renewable Energy Sector”. However, every opportunity brings along unique set of challenges, including staying committed to Ethics and Integrity. Suzlon has “Integrity” as one of its five core values and ensures that none of the values are compromised with at any level.

Suzlon has identified “Corrupt Practices” as one of the risks and has integrated it into its “zero tolerance” policy with strict adherence to it. The policy document addresses risk identification, emphasizes and enhances “Integrity” as an integral part of organizational culture. The Company undertakes numerous initiatives to maintain, enforce and further the ethical ecosystem, including:

- Sign-off “Business Conduct guidelines” by all employees.
- E-learning modules hosted by the Learning and Development (L&D) team. on Ethics for all employees.
- In person / visual (video) lectures by the CSR team emphasising the integrity part for employees at the remotest sites and locations.
- Wall-paper (screen savers) depicting “integrity” eco-system on all employee desktops/ laptops

Operational risks are reviewed and assessed at various levels:

- By Senior Management: During their review of the business operations review meetings
- By Enterprise Risk Management: During the review of planning Vs actuals, risks associated are highlighted
- By Internal Audit team: on review of specific cases highlighted

Significant risks identified are used to strengthen the internal controls through automation or by manual maker checker.

All the reviewed cases are categorised into Red, Yellow and Green and presented to CEC for their decision. Based on the following broad guidelines the decisions are taken.

Red	Cases where evidence was found
Yellow	Cases where no clear evidence was established, but suspicion/ moderate deviation exists, etc.
Green	Allegation did not sustain

Usually “Red” cases would entail separation of the employee or other disciplinary actions like stoppage of increment / promotion. For “Yellow” cases counselling is done by the HOD / HR to ensure strict compliance to the Suzlon Ethics policy. For “Green” cases the HOD is informed to encourage the employee to follow the good work and ethical policy of the company.

2 – 17 Collective knowledge of the highest Governance body

No specific measure has been taken to advance the collective knowledge, skills and experience of the highest Governance body during the reporting period however, the Company has an orientation program for the directors including a ‘familiarisation kit’ containing information about the business including sustainability to enable the directors to understand the organization in a better way. The Company also makes a detailed presentation at every quarterly Board Meeting covering inter alia Company’s operations, risk management, compliance status, corporate governance etc. to improve the knowledge of the directors with respect to the company. Press releases / stock exchanges notifications are also regularly sent to all the directors.

Core skills / expertise / competencies

(A) Business and strategic acumen: Strong business and strategic acumen including understanding of global business dynamics, across various geographical markets, industry verticals and regulatory jurisdictions including entire wind value chain as well as process centricity.

(B) Financial: Financial skills in the areas of accounting, taxation, forex, etc. resulting in proficiency in financial management and financial reporting processes or experience in supervising a principal financial officer, principal accounting officer, controller or person performing similar functions.

(C) Board service and Governance: Experience in developing or understanding of corporate governance policies and practices, serving the best interests of all stakeholders, maintaining board and management accountability, building long-term effective stakeholder engagements and driving corporate ethics and values.

(D) Leadership and communication: Leadership experience in a sizeable enterprise, resulting in a practical understanding of organizations, processes, strategic planning, risk management, demonstrated strengths and effective communication.

(E) Industry and technology: Experience or knowledge about industry and technology, resulting in knowledge of how to anticipate technological trends and extend or create new business models.

(F) Sustainability, HSE & CSR: Experience or knowledge about Sustainability, Health, Safety and Environment practices including corporate social responsibility.

Skills / expertise / competencies possessed by each director

Mr. Tulsi R. Tanti

- (A) Business and strategic acumen;
- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;
- (E) Industry and technology;
- (F) Sustainability, HSE & CSR

Mr. Vinod R. Tanti

- (A) Business and strategic acumen
- (B) Financial
- (C) Board service and governance
- (D) Leadership and communication
- (E) Industry and technology
- (F) Sustainability, HSE & CSR

Mr. Girish R. Tanti

- (A) Business and strategic acumen;
- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;
- (E) Industry and technology;
- (F) Sustainability, HSE & CSR

Mr. Marc Desaedeleer

- (A) Business and strategic acumen;
- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;
- (E) Industry and technology;

Mr. Per Hornung Pedersen

- (A) Business and strategic acumen;
- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;
- (E) Industry and technology;

Mr. Rakesh Sharma

- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;
- (E) Industry and technology;

Mr. Sameer Shah

- (A) Business and strategic acumen;
- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;

Mrs. Seemantinee Khot

- (C) Board service and governance;
- (D) Leadership and communication;
- (E) Industry and technology;
- (F) Sustainability, HSE & CSR

Mr. Gautam Doshi

- (A) Business and strategic acumen;
- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;

Mr. Hiten Timbadia

- (A) Business and strategic acumen;
- (B) Financial;
- (C) Board service and governance;
- (D) Leadership and communication;

2 – 18 Evaluation of the performance of the Highest Governance body

The annual performance evaluation of the Highest Governance Body members is carried out through a questionnaire having qualitative parameters in terms of the provisions of the Act and related Regulations requirements as per Listing Obligations of the Company's Act 2013 and the 'Board Diversity and Remuneration Policy' of the Company. The performance of individual directors (including independent directors) is evaluated on the basis of the criteria such as the composition, attendance, participation, knowledge, skills, experience, quality and value of contributions etc.

Formulation of criteria for performance evaluation of Independent Directors and the Board and specifying the manner for an effective evaluation of performance of Board, its committees and individual directors is carried out either by the Board or by the Nomination and Remuneration Committee or by an independent external agency by reviewing its implementation and compliance.

The Company has adopted the following process for performance evaluation:

1. An email is sent to all directors by the Company Secretary (CS) at the beginning of the financial year, along with an evaluation form, requiring them to fill the same in a stipulated time and submit to the Nomination and Remuneration Committee (NRC), in compliance with the confidentiality criteria.
2. The Independent members of the NRC evaluate the forms and prepare summary of the forms received.
3. Once the process of evaluation is complete, the NRC Chairman schedules the meeting of Independent Directors and thereafter meeting of NRC members and prepares the note about evaluation.
4. NRC Chairman communicates the concerns raised by directors to the NRC as well as to the Board.

2 - 19 Remuneration policies

2 - 20 Process to determine remuneration

The Company has formulated a 'Code of Ethics' for the Board of Directors and senior management. The code of Ethics can be accessed at - <https://www.suzlon.com/pdf/about/cg/PolicyCodeofEthics.pdf> / <https://www.suzlon.com/pdf/about/cg/Corporate-Governance-and-Code-of-Ethics.pdf>.

The Board members and the senior management conform to the Code of Ethics. The Board of Directors have also approved and adopted the 'Code of Practices and Procedures for Fair Disclosure of Unpublished Price Sensitive Information' and the 'Code of Conduct' to regulate, monitor and report trading by Insiders. These Company codes specifically mention ethics, bribery and corruption and their applicability to Suzlon.

Suzlon has adopted a Remuneration Policy on appointment and Remuneration of the Directors, Key Managerial Personnel and Senior Management (the "Policy") as required by the provisions of Section 178 of the Companies Act, 2013 (the "Act") and the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements), Regulations, 2015, as amended (the "Listing Regulations").

The remuneration policy can be accessed at - https://www.suzlon.com/pdf/about/cg/Policy_Board-Diversity-&-Remuneration.pdf

4. STRATEGY, POLICIES AND PRACTICES

	Sustainable Development Goals	UN Global Compact Principles
2-22 Statement on sustainable development strategy	8, 16	All
2-23 Policy commitments	8, 16	All
2-24 Embedding policy commitments	8, 16	All
2-25 Processes to remediate negative impacts	8, 16	All
2-26 Mechanisms for seeking advice and raising concerns	8, 16	All
2-27 Compliance with laws and regulations	8, 16	All
2-28 Membership associations	16	All



2-22 Statement on sustainable development strategy



Chairman and Managing Director speak...

Dear Stakeholders,

I am pleased to share with you our consolidated sustainability report for the years FY19 to FY21 and to state that with this report, Suzlon has embarked on its journey of mainstreaming its sustainability reporting. Suzlon is also aiming to adopt Global Reporting Initiative (GRI) Standards for disclosing its sustainability performance.

Tulsi R. Tanti
Chairman and
Managing Director,
Suzlon Group

We understand that the nature of our business is of continual rapid changes, volatilities and challenges and we must be prepared to adapt to them and be in sync with the world. To be equipped and stay ahead of the challenges, we will continue driving change while adhering to our vision and value systems, including maintaining high corporate governance standards and sustainable practices.

Energy is the foundation for a better quality of life. Also, as of today it accounts for around 60 % of total global greenhouse gas emissions – a key contributor to the climate crisis, which is the biggest risk to humanity. Although the road to a sustainable future is long and uncertain, renewable energy offers a viable solution. Owing to this scenario, the renewable energy sector is witnessing massive global investments to the tune of U.S. \$303.5 billion for low-carbon energy transition.

In India, wind energy industry is supporting over 90% localization with complete supply chain setup. Indian wind sector has setup 45 manufacturing units with a scalable annual capacity of 10,000 MW, out of which Suzlon caters to 6,000 MW.

We had been through an existential crisis during the recent past but with redoubled resilience we introduced three new products / product variants in FY19.

In FY20, we commissioned 350 MW with focus on ramping up execution, cost optimization, capital efficiency and debt reduction. These were coupled with managerial diligence and stringent policies for controlling and optimizing fixed costs on all fronts. Our Operation and Maintenance Services (OMS) business with an addition of 88 MW third-party businesses to OMS fleet, raised machine availability to 96.6% throughout the lockdown. FY21 was the first year of restarting operations post debt restructuring. The year was adversely affected by low tariffs, grid, land availability and Covid-19 pandemic, which amplified the challenges that resulted into lowering our installations by 30%.

To keep up the spirit of our group's objective 'Powering a Greener Tomorrow' embedded in our vision, the Company has mandated Suzlon Foundation to ensure sustainability across all business operations through its Corporate Social Responsibility (CSR) arm with a focus on Environment, Empowerment, Health, Livelihood, Education and Civic Amenities, in collaboration with Government,

NGOs and corporate CSR institutions. Thus, Suzlon integrated the sustainability holistically throughout its operations, standing by its commitment to provide a healthy planet for future generations. This approach of conducting responsible business has resulted in cost saving, improved stakeholder relationships, and enhanced risk management.

We support the internationally proclaimed United Nations Global Compact (UNGC) ten principles and are committed to integrate them into our operations. We are consigned to achieving the UN- Sustainable Development Goals (SDGs) and National Voluntary Guidelines (NVGs) since 2008. Suzlon, with its measurable, impactful and self-sustaining CSR activities aims to support rural and underprivileged communities to become self-reliant and sustainable. The SUZTAIN CSR model evolved from a provider-beneficiary to a partnership approach. It considers all the key stakeholders to plan, implement, monitor and support at village level sustainable development interventions. One of the innovations is 'Zero Garbage' – a part of our six-pronged Project 'Zero' with a central theme on plastic waste management which was first initiated in Maharashtra and then replicated pan India. Later, it was recognized by United Nations Development Programme (UNDP) among other recognitions within the country.

Consequently we have committed ourselves to the following goals:

- Prevent 51.35 million tonnes of CO₂ emissions by 2025
- Empowering rural wind farm communities in 1000 villages by 2025
- Promoting wellness at workplace involving 5000 employees by 2025

Suzlon is constantly attempting towards making the world a greener place by providing an affordable renewable energy solutions. The clear vision, strong determination and unmatched resilience are the key factors helping our company in becoming a global enabler of climate change risk mitigation and sustainable

development. The niche that Suzlon has carved over last decades, has been known as a tantamount of green energy and will continue to march ahead and set many more milestones in the future. Our objective is to maintain our leadership position in India further our position in the international markets and concentrate on emerging markets. I am convinced that our extensive experience in renewables, technological prowess and competitive competencies will enable us to consolidate our market leadership.

With tough times behind us, going forward Suzlon is well positioned to capitalize on the market opportunities with superior technology, project execution experience spanning over two decades, new generation turbines vertically integrated operations and best-in-class service capabilities.

Leading the transition towards a world powered by sustainable energy, we will be reporting on our progress on an annual basis.

Best Wishes

Tulsi R. Tanti

Chairman and Managing Director





Ashwani Kumar
Chief Executive Officer,
Suzlon Group

Chief Executive Officer speak...

Dear stakeholders,

I take this opportunity to present our consolidated report for the years FY19 to FY21. Our business journey during these years has been through a bumpy terrain. We, at Suzlon envisioned a greener tomorrow by delivering best in class, end to end integrated renewable energy solutions. We play a vital role in mainstreaming green energy in India.

Suzlon, in tune with its vision, has been successful in securing its targets and strengthening its footprints in the renewable energy ground. We have been majestically marching ahead towards achieving our mission of 'Greener Tomorrow'. The coming decade will witness the paradigmatic shifts in the energy management sector. Business will be constrained to take collective actions to mitigate the damage of climate change and provide innovative solutions in tackling the complex issues of climate change. The recent report from UN and Intergovernmental Panel on Climate Change (IPCC) sharply sketches the scale of climate crises, which are the consequences of unrestrained human activity.

Nevertheless, the technical solution lies in an accelerated and conscious shift to green energy, which provides the most effective pathway to the decarbonized economy.

In the recent past, Suzlon has systematically developed strong synergy competencies in solar power and plans to offer Wind-Solar hybrid solutions. Our notable strength is deeply embedded in sustainability and dynamic workforce, innovative approach, advanced technology, best-in-class services and nationwide infrastructure of operation and maintenance. This ensures a steady and upward growth even in economically and environmentally stressful times. Suzlon firmly believes that deep ingrained ethical values and people-centric approaches are powerful stimulators of business growth. Our group has mandated the Suzlon Foundation to work towards empowering communities and ensuring sustainability across all our operations.

Performance Highlights

2018-21 – Suzlon continuing the tradition, displayed its strong leadership, execution capabilities and classic resilience and secured a legitimately pride moment in commissioning India's first wind project of the bidding regime in Tamil Nadu (SECI-1 tender). Suzlon was the singular organization to complete Engineering Procurement and Construction (EPC). Suzlon was the sole Engineering Procurement and Construction (EPC) Company to have completed the entire project in six months ahead of project timeline.

Another milestone was successfully crossed when our India installations grew over 12 GW and our global mark crossed 18 GW. Suzlon had a significant FY20 opening order book of 1,320 MW owing to Solar Energy Corporation of India (SECI) and State auctions conducted till FY19. This resulted in achieving +97% fleet machine availability for 15 GW assets under maintenance, apart from catering to and retaining most of our customers in OMS domain. These 12 GW assets secured for us the status of second largest OMS player in India, strengthening our leadership position with 39% market share by commissioning 582 MW in this period.

Suzlon's debt restructuring strategy and cost reduction measures led to augmented working capital, which increased effectiveness and debt reduction

from INR 1,046 in crores FY17 to INR 885 crores in 2019. Also, other fixed costs have reduced from Rs. 953 crore for FY17 to an estimated Rs. 80 crore for FY19.

Suzlon has a strong beginning of FY20 with an order book of 1,320 MW. We completed Debt Restructuring and commissioned the first prototype of 2.6 MW S129 - 140m and 2.8 MW S133 - 105m - the largest Wind Turbine Generator (WTG) at Sanganeri in Tamil Nadu.

Managing the COVID-19 pandemic

COVID-19 pandemic shattered the world. Suzlon was grappling with managing uncertainties, investing its resources to support its employees, their families, communities in which it operates and the society at large. Simultaneously, we engaged in consolidating and validating our decades-long digitization efforts which enabled empowering teams to make quick decisions and working remotely with enhanced accountability. This had sizeable investment in digitizing the processes related to re-engineering of maintenance work processes, developing an end-to-end digital ecosystem of web-based applications, mobile apps, predictive analysis, AI-based tools, drones, Virtual / Augmented Reality-based training applications and so on.



A dedicated team for Business Development was constantly in touch with and reached out to all customers and stakeholders proactively. We regularly updated them about digitization of the OMS – a vital service for ensuring uninterrupted power generation and also for safeguarding the revenues. The manufacturing facilities began to restart during the peak of COVID-19 first wave. Our plants in Gujarat, Maharashtra, Tamil Nadu and Rajasthan region faced significant stress owing to inadequate human resource, anxiety, disrupted supply chain, raw material scarcity and much more during the lockdown.

The Company mandated a zero tolerance to any deviation from COVID-19 protocols – both Suzlon Guidelines and those announced by the Government from time to time and ensured highest level of compliance for employee safety. Despite such testing time, the company made sure that all 165 wind farms across 9 states functioned optimally and continued to provide uninterrupted power to the nation.

Surmounting the constraints, our manufacturing teams admirably restarted operations in tandem with our fixated commitment to energize India with Green power, ensuring seamless operations and employee safety while controlling the Cost of Goods Sold (COGS) and Operating Expenses (OPEX).

Combating challenges

Suzlon's strength was once again put to severe test through overarching COVID-19 turbulence among various other intimidating challenges. The Company, standing by its perpetual and never-ending perseverance, tackled them with efficient, agile and timely solution seeking approach.

In 2018-19, transition from Feed-in-Tariff (Fit) system to competitive bidding was implemented, which has been impacting the industry at large, resulting in lower commissioning of plants from 1,779 MW in FY17 to 626 in FY18 to 582 in FY19.

2019-20 posed liquidity constraints, which impeded our FY20 performance owing to on-going debt restructuring processes. However, despite such tough times, with the strong technical project execution capabilities, we commissioned 350 MW in FY20 which speaks volumes.

Sustainable future with smart energy systems

Suzlon is affirmative about renewable energy as sustainable resource and its benefits to the eco-system as well as industry and is well poised to achieve its annual installation targets going forward.

We are also focusing on wind-solar hybrid projects and are sure that due to complementary generation profile, it will not only lead to optimum utilization of grid but will also save on duplication of evacuation infrastructure cost. Suzlon is aiming for continual investment in various R&D technologies, including but not limited to onshore and offshore products, control system, improved yield through better park management and grid stability. We are determined to reducing our debt and are progressing well on strategic initiatives undertaken.

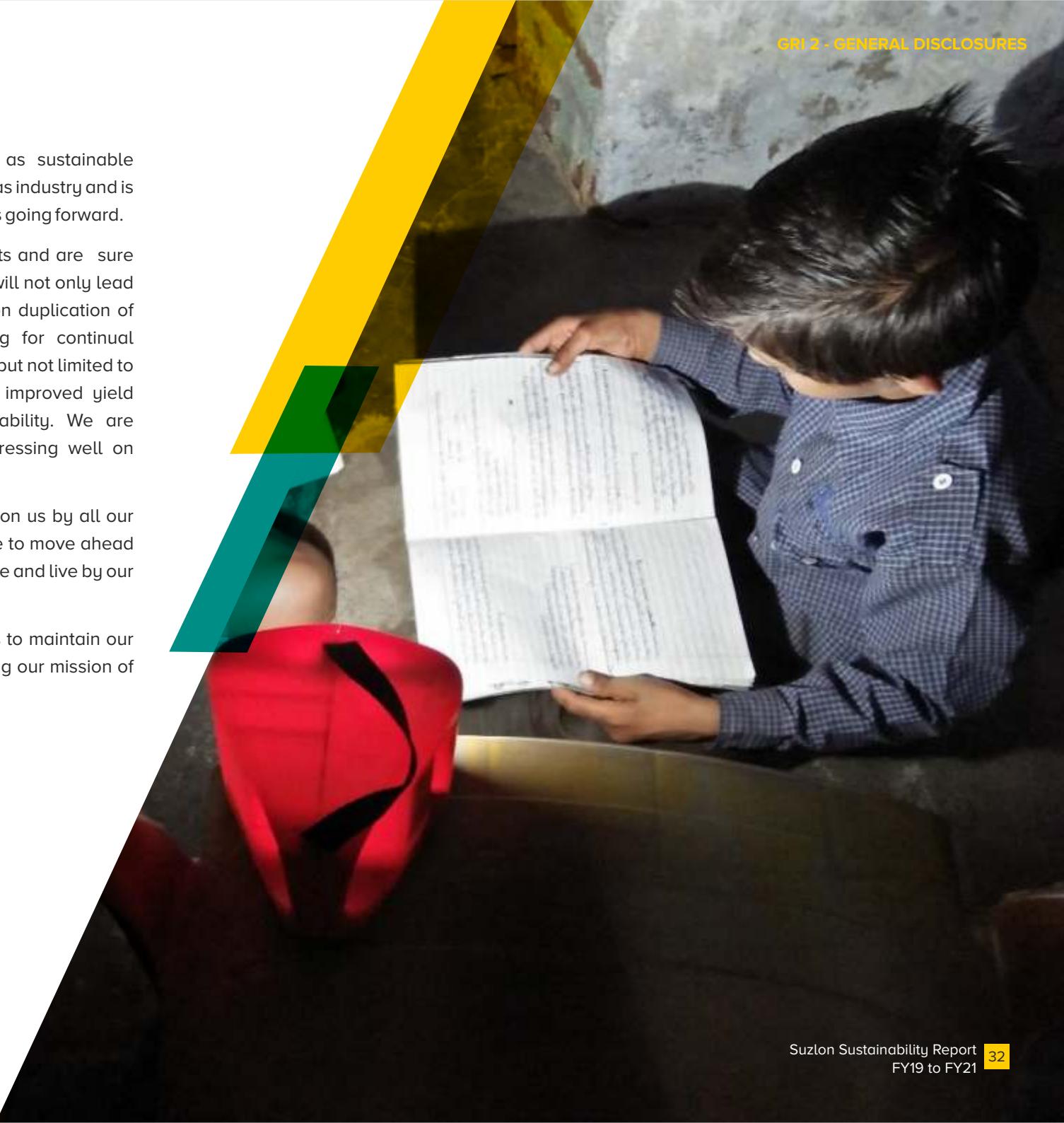
We always value and cherish the trust bestowed on us by all our stakeholders. We reiterate our promise to continue to move ahead with the same spirit and passion in the years to come and live by our stakeholders' expectations.

I look forward to your support that encourages us to maintain our competitive position and to work towards achieving our mission of greener tomorrow.

Best Regards,

Ashwani Kumar

Chief Executive Officer





Dr. Jasmine Gogia
Head - CSR, Sustainability
and Occupational Health

Message from Head - CSR, Sustainability & Occupational Head

Dear Stakeholders,

India enviably ranks third in the 'Renewable energy country attractive index' in 2021 and has recorded an admirable installed capacity growth of 286 % over the past 7.5 years. In its majestic march to sustainability, the country is leaping ahead as the fourth largest installed capacity holder of wind power in the world. Over two decades ago, Suzlon entered the wind energy landscape and steadily expanded its horizon to 18 countries and marked its seal of technological and product innovation for a sustainable world.

Suzlon, right from its inception, has envisioned its stewardship in the manufacturing and deployment of renewable energy as a cutting edge technology pioneer for promoting the use of renewable energy sources. Its technology vision encompasses a holistic and inclusive business equation with embedded values of balanced socioeconomic and sustainable development, creating a better life for generations to come.

Steadfastly committed to its vision, Suzlon has operationalized Corporate Social Responsibility (CSR) initiatives as early as 2007 by establishing its section 8 company, 'Suzlon Foundation' with the distinct mandate of community

empowerment. We created and internalized sustainability through all our activities and functions through CSR platform long before it was mandated in India.

Suzlon Foundation, in addition to the execution of CSR projects and initiatives, is responsible for coordinating the efforts and realizing the impacts in measurable and meaningful ways setting benchmarks for the business leaders. This system helps Suzlon to plan its CSR programs strategically and effectively. This report is our endeavour to communicate the sustainability footprints we have so consciously created to our stakeholders. We are engaged in measuring our sustainability performance in conformance with the Global Reporting Standards and thus mainstreaming our reporting practices.

Reconsidering the inter-dependence of business, society and environment, Suzlon continually strives to restructure the balance value between People, Profit and Planet beyond its advanced reporting and accounting protocols. In UNs aspirational ideal of "Leaving no one behind", we are sensitively realigning our business dynamics with emphasis on climate protection and community care through our CSR programs based on the principles of inclusivity and sustainability.

Suzlon believes that business, society and environment are three entities in perpetual interaction and we must establish a business ecosystem that is harmoniously sustainable. The CSR arm of Suzlon is a vital link, ensuring that all our CSR initiatives revolve around our central Mission – 'Engage, Empower, Sustain'. The mission works as a stable structure of four pillars:

- **Relevance** – Wind turbines are invariably located in remote villages where the very basic facilities like water and electricity are not available. Suzlon assesses the community-specific needs; engages with the residents right from the project planning stage to the commissioning stage. This process empowers the members of the community to take decisions relating to their developmental needs.
- **Adequacy** – Suzlon mobilizes and ensures convergence of adequate resources for the identified community developmental programs by partnering with governmental agencies, customers, other Corporates and employees and applies its sound financial management practices in project execution.

- **Efficiency** – The success of any project lies on how efficiently and effectively it is implemented. Recognizing, identifying and evaluating potential risk factors, developing and applying risk mitigation strategies and assessing impact in advance before executing projects enhance the success rate. Suzlon engages local residents extensively and encourages the utilization of local supply chains.

This not only contributes to the efficient completion of the project but also provides livelihood empowering local communities.

- **Sustainability** – With a view to structuring the empowerment function of local communities, Suzlon has created Village Development Committees – VDCs- in every village, covered under our CSR project. VDCs work as the vehicle for implementing and monitoring the progress of all CSR projects. These committees are accountable for village development and work as links between Suzlon and the residents of the villages.

The CSR journey of Suzlon started from a small village in Maharashtra and has rapidly spread across to over 800 villages in the country. Our Sustainable Development projects are based on the principle enunciated by the World Business Council for Sustainable Development – WBCSD. We have a multi-dimensional project “Zero”, covering six thematic areas of Environment, Empowerment, Health, Livelihood, Education and Civic Amenities.

- Zero Darkness - Lighting up in all un-electrified households and clusters of villages;
- Zero Garbage - Managing plastic and wet waste responsibly and sustainably;
- Zero Cataract - Restoring eye sight to the operable, cataract blind, neglected senior citizens;
- Zero Dependency - Upholding the dignity of the specially-abled through gainful means;
- Zero Sparrow deaths - Creating bird nests, feeders and water troughs;

- Zero Malnutrition - Reducing the death rate of under-fives due to malnutrition;
- Zero Tolerance - Piloting increased awareness about sexual abuse in the rural areas;
- Zero Chemical - Promoting agriculture without use of chemical fertilizers and pesticides

Suzlon has launched a massive greening initiative. Our tree plantation projects are carefully nurtured with constant monitoring and ensuring survival of planted trees. Broadcasting of seeds on the hillocks is also part of our greening plan. This adds up carbon capture and assists our Net Zero carbon objective. The Community farmers are given vocational training on the methods and practices of organic agriculture and soil and water management. Numerous Water conservation initiatives have been implemented including de-silting of ponds and making concentric contour trenches (CCT) on hills. These projects have conserved millions of litres of water in the water scarce regions of Rajasthan and Maharashtra resulting in increased water availability for over two months.

The ‘Zero-Garbage’ program for household plastic waste collection led to a remarkable indigenous innovation “Suz-HOOK”. This was first introduced in Maharashtra and soon spread pan India. The easy to use hook, besides controlling garbage, enabled behavioural change in the rural households of hundreds of villages. This initiative was recognized by UNDP.

Our Empowerment program strengthened over 500 villages through a 7-stage empowerment process for Village Development Committees (VDCs) and supported them through training, exposure visits and hand-holding process on various activities. The women Self Help Groups (SHGs) were empowered to become financially independent which freed them from the vicious grip of money-lenders. The Persons with Disability (PwDs) were brought into our ‘zero dependency’ program. Their needs were identified and appropriate support was provided, which included provision of mobility device, setting up of petty shops, establishing micro-enterprises etc.

Education is a powerful enabler. Realizing this, Suzlon implemented a multifaceted program which included Introduction to Basic Technology (IBT) training, providing school kits, enrolment in tuition centres, grooming young learners through school club etc.

Under the 'Zero Darkness' programs, Suzlon supports the households in legalizing their electricity connection, setting up Uninterrupted Power Supply (UPS), providing lanterns, etc. The other projects include constructing toilets in collaboration with District Administration, improving infrastructure of Anganwadis (Child Care Centers) and more.

Concern for sustainability is at the core of our operations and we approach it with the same high rigor and accountability that we use to run our businesses.

Our sustainability aspirations and growth strategy are embedded in our mission. Our team thrives while persevering through crises and continuing challenges on

the social, political and economic landscapes. We are legitimately proud of our team for its unyielding resilience in the pursuit of sustainability objectives.

We are aware of the fact that we are formulating the brave new equation of existential sustainability of our business ecosystem but at the same time, we are confident that with your support and cooperation, no challenge will shatter our eternal resilience.

Warm Regards,

Dr. Jasmine Gogia

Head - CSR, Sustainability and Occupational Health



2 – 22 Statement on sustainable development strategy

- **Statement from the highest governance body about the relevance of sustainable development to the organization and its strategy for contributing to sustainable development.**
 - Having one of the largest consumption growths, India has to play a defining role to provide affordable electricity to its citizens, while powering the economy and accelerating its renewable energy ambitions to reduce its carbon footprint. Renewable energy is the most viable solution to meet all these requirements. Being the world's third largest energy producer and third largest consumer of electricity, the energy demand in India is all set to grow by 6-7% year-on-year over the next decade.
 - The Wind energy industry is supporting the Government's vision of 'Make in India' by championing the cause and is truly 'Aatmanirbhar', with over 90% localization with complete supply chain setup in India. The Indian Wind industry has setup 45 manufacturing units with a scalable annual capacity of 10,000 MW, out of which 6,000 MW is with Suzlon alone. This supply chain is supported by over 4,000 SMEs producing wind turbine components across the value chain. This installed capacity can be easily scaled to not just service India's increasing wind energy requirements but also enable the country to develop an export economy of more than 5,000 MW and become a Global Manufacturing hub for Wind Turbines and O&M services.
 - 'National Mission for Enhanced Energy Efficiency' is focussed on creating long term sustainable jobs, a low-carbon energy roadmap, promoting local manufacturing and lowering the cost of import for the nation. The wind energy market in India is aligned with the objectives of the Government of India. Suzlon also contributes to this through its In-house manufacturing capacity of 6,000 MW in 14 locations spread across India.
- **Short, medium, and long-term vision and strategy**
 - Prevent 51.35 million tonnes of CO₂ emissions by 2025.

- Impacting rural wind farm communities in 1000 villages by 2025
- Promoting wellness at workplace involving 5000 employees by 2025
- Looking into climate change and global warming issues, it is high time to lead a life with zero carbon footprint. A great movement is going on across the globe to combat climate change by introducing the Net Zero concept, which means power requirements should be sourced through clean energy.
- India is a significant player in the global wind energy market and its potential is far reaching. The untapped resource available is potent enough to sustain the growth of the wind energy sector in India in the years to come. Suzlon is one of the leading wind energy companies in the nation and is driven by a vision of Sustainable Development. Sustainability has been identified as a cornerstone for conducting business. We have been working relentlessly to transcribe it into reality by undertaking various initiatives for renewable energy, strengthening our infrastructure and person power and our community development programs.

- **Business strategy and business model**

- India's commitment to Renewable Energy remains intact and we strongly believe that the long-term fundamentals of the wind energy industry are sound. The Government has set an ambitious target for India's installed electricity generation capacity from clean sources.
- We need to realize that renewable energy is not just an industry in itself, it is actually the catalyst for stimulating and powering various industries and economies all over the world sustainably. Renewables can make industries more productive, cost-competitive, self-reliant, and help create local jobs and energy security.
- Factors relating to low tariffs, grid, land availability, payment issues for renewable energy projects and the COVID-19 pandemic have all led to and amplified this decline in installations in FY 21. Despite that total wind energy

installations in India stood at 39.24GW which is nearly 42% of the total renewable energy installations in the country. Suzlon closed the FY21 with a healthy order-book of over 817MW which will be serviced in FY22.

- The Group is the custodian of over 12.9 GW of wind energy assets under service in India making it the 3rd largest Operations and Maintenance Company (over 8,900 turbines) in Indian power sector. In the process company has service operations in remote areas and also closely works with local communities in enhancing their lifestyle.
- **Short and medium-term strategic priorities**
 - As wind energy product technology has evolved and reached maturity, our focus is now on innovations to reduce the Levelised Cost of Energy (LCoE) year-on-year. Suzlon always works towards providing better and efficient products with technological advancements that gives higher yield of energy with lesser material inputs.



- Wind Energy with more than 10,000MW of installed manufacturing capacity already has a mature supply chain of MSME (Micro, Small and Medium Enterprises) suppliers and a vibrant ecosystem in India. We are producing wind turbines with more than 90% domestic content and creating local jobs.
- Suzlon focuses on developing customized products best suited for Indian wind regimes. The bigger turbines with technological advancements provide better yields at lesser costs.
- The increasing awareness of preferring e-mobility over conventional mobility will generate huge demand for electricity to power the vehicles. It is imperative that this electricity is sourced from renewables if we have to make e-mobility a key driver of a low carbon economy. We see that over this decade and the next, all e-vehicles will be powered by electricity generated by renewables.
- Green Ammonia and Green Hydrogen are heralded as the future of fuels. The role of renewable energy in producing green hydrogen and green ammonia is immense and holds great promise. This will lead to creating local manufacturing and creating sustainable jobs.
- **The broader trends (e.g., macroeconomic, social, political) affecting the organization and its strategy for contributing to sustainable development;**
 - Suzlon works towards the sustainable, social, economic and ecological development, creating a better life for future generations. Our mission is to deliver utility scale, best in class, end to end integrated renewable energy solutions to our customers.
 - We continue to focus on building a long term sustainable company to leverage the opportunities that the future holds in line with the expectations of all our stakeholders, while creating a long-term asset. We understand that our vast experience, technological prowess and competitiveness will enable us to consolidate our market position in India.

- Despite a prolonged transition, wind energy in India is at an inflection. Policy issues are being ironed out and the market is now on a path to recovery and tenders from earlier auctions are yet to close making order intake promising. Efforts towards grid infrastructure and land allocation are being strengthened in order to resolve the execution challenges facing India's wind market.
- The recent announcement by the Power ministry to extend waiver of Interstate Transmission System (ISTS) charges and losses on supply of power generated from wind sources until 30th June 2023 will provide a boost to the sector. The next five years will see a huge positive momentum in the wind industry at a holistic level.
- **The key events, achievements, and failures associated with the organization's contribution to sustainable development during the reporting period;**
 - FY21 was the first year of restarting the operations post debt restructuring. While our installations remained low, we did well on our strategic imperatives of restarting our manufacturing facilities, ensuring continuation of our OMS operations without interruptions and fulfilling our obligations of debt restructuring.
 - Undeterred by the pandemic, Suzlon Global Services Limited continued to provide uninterrupted power to the nation 24x7. Our 165 wind farms across 9 states with 12,900 MW of wind assets, 78 substations and over 13,000 kms of HT lines/ EHV lines, continued to function optimally throughout this period.
 - Our service business teams did exceptionally well in keeping all our sites operational to generate uninterrupted power throughout the lockdown period, safeguarding our customer's assets and revenues, while providing an essential service to the nation.
 - Heroic work was done by our on-field employees in the projects and service business despite the lockdowns and risks posed by the pandemic. However, exponential increase in commodity prices like those of steel have impacted our profitability. Supply chain disruptions, lockdowns and other uncertainties of the COVID-19 pandemic also impacted us in a year which was extremely critical for us to restart our operations.
- **A view of performance against goals and targets related to the organization's material topics during the reporting period;**
 - The installations of wind power projects in India have decelerated in the last few years. A total of 1.5 GW of wind energy installations were carried out in FY21, which is 30% less as compared to FY20 which was a low volume year as well.
 - Our focus is to maintain our leadership position in India and further our position in the international markets, focusing on emerging markets. We are convinced that our vast experience in renewables, technological prowess and competitive competencies will enable us to consolidate our market leadership.
 - We need to convert 'crisis into an opportunity' during this time of economic slowdown, any cost-reducing proposition is the smarter alternative and Renewable energy delivers cheaper and cleaner electricity. With tough times behind us, going forward Suzlon is well positioned to capitalize on the market opportunities with superior technology, project execution experience spanning over two decades, new generation turbines offering higher energy yield, presence across the entire value chain, vertically integrated operations and best-in-class service capabilities.
 - The wind sector in India remains challenging and we work on strategies to overcome these challenges. We have a critical role to play in building our nation and its future in a clean and sustainable manner. Suzlon works towards realizing our nation's potential and building a better and cleaner world.
 - Suzlon is committed to sustainable, social, economic and ecological development for creating a better world for the future generation and power a greener tomorrow.

2 – 23 Policy Commitments

Human rights

Suzlon is committed to upholding the Human rights of all persons at all levels within the value chain. Principles of dignity, fairness, respect and equality are the cornerstone of Suzlon's engagement with people. We are bound morally and legally to make sure that everyone in the value chain is treated fairly and with respect. We support and respect the dignity of our employees, our stakeholders and community we work with.

Employee - At Suzlon we recognize our Human resources as our prime assets. We believe that our employees are associates and partners in our success, helping us fulfil our vision. Armed with some of the best expertise available in the global wind industry, we at Suzlon attribute our success and competitive edge to the team we have been able to build. Our human capital therefore forms the core of our success. With the commitment made by the Company towards ensuring self-respect, dignity and well-being of our employees, the SuzNiti document has well-articulated and accessible people policies that foster trust and camaraderie. It supports employees to learn and to build positive relationships at the workplace. We have various policies in place to ensure that employees are empowered to grow and accept new challenges. We believe in investing time and money in the personal growth and celebration of their achievements. We ensure inclusion of all as we enjoy the journey of growth together. Changes in the people policies are made by consulting the employees. Query management and grievance resolution systems are developed wherein any employee can raise a query or grievances and get the solution within a stipulated time. We have set an escalation matrix till the senior management level if any query /grievance remains unattended.

Corruption - A strong Whistle-blowing & Ombudsman mechanism brings corruption cases to light without compromising on the privacy of the complainant.

Sexual harassment - We have robust processes under the prevention of sexual harassment at workplace policy to prevent sexual harassment at workplace.

These include on-going trainings to increase awareness making it a safe and respectful place.

Health and Safety - All employees and contract staff, volunteers are covered under the accident insurance policy. They have access to PPE and information. Safety induction is a critical part of employee and contract staff induction. Health care services through Suzlon clinics and Suzlon doctors consultations are available to all persons in the value chain and the neighbourhood communities free of cost.

Child Labour - We condemn child labour and mechanism is in place to detect and prevent child labour in the value chain.

Community - A community grievance redressal mechanism is in place to identify and resolve community grievances thus upholding the rights of our key stakeholder.

Note - We have human rights embedded in different documents of the company. We do not have a stand-alone human rights policy document. We have human rights assessment checklist for suppliers.



2–24 Embedding policy commitments

Policies are framed based on business requirements, feedback from employees or leadership from time to time. The following is the process:-

- The principle tool used for any policy formation/edits is based on the “Capture requirements, design, develop and deploy methodology”
- Understanding the requirements from all the stakeholders – which is “the objective” or the purpose for the policy requirement- through meetings, surveys, feedback, complaints and deviations over a period of time
- Capture the intent and create a Cross functional/inter business functional team to work on the requirements
- Then design the contours of the policy and take inputs/ feedback from key stakeholders to ensure that the requirements are captured and response is in line with the objectives stated
- Every policy document covers – Objectives, Scope - inclusions/exclusions, effective date of implementation, revision history, approver of the policy,
- While formulating the policies alignment/study of industry best practices, competition offerings/polices are reviewed to bring in “outside-inside view”
- The policy draft is developed for review with key stakeholders for initial feedback and seeking any changes/ course correction to the draft
- After collecting all the inputs, a final draft is prepared for review with BU (Business Units) Heads and the policy is presented to the EG (Executive Group) for approval
- In the deployment phase, plan is prepared by the key stakeholder, who is responsible for training and communication. A document to clarify FAQ (frequently asked questions) is circulated to ensure seamless implementation. Further, the plan and actuals are reviewed to ensure complete deployment and a dashboard is prepared to review the same. Tools to deploy the policy are also made in order to ensure smooth deployment and implementation
- Post deployment periodic audits (both internal and outside) are conducted to ensure adherence and for gap analysis, if any
- All employees related policies will be available on the internal portal and other organisation polices based on requirements are accessible on company website. Internal functional policies will be available with the individual functions/ departments



2 – 25 Processes to remediate negative impacts

Our comprehensive risk management process - Enterprise Risk Management (ERM) is aligned to the Suzlon Vision and Risk Management Mission, which effectively manages risks arising from our businesses and processes. The ERM system helps us continuously monitor and strategize our actions on key issues for integrated sustainable development and addressing and adhering to our ethical principles. The system also helps us assessing and monitoring our performance on a continual basis.

Key Objectives of ERM are:

- Embed risk management culture in the business practices and processes
- Provide confidence that the Company's risks are known and managed
- Allow resources to focus on enterprise growth strategy exploit the Company's risk appetite ultimately, leading to creation of value

In the event of significant changes in the internal or external business environment or whenever strategic / out of routine activities are undertaken, the ERM system prompts the following parameters:

- **Risk identification**
 - Identification of risk events across Operating units and functions through risk assessment
 - Categorisation of risk events within the Suzlon Risk Universe
 - Updating risk events listing and subsequently, risk register
- **Prioritization**
 - Assessment of the relative priority of each risk to arrive at the key risks or Risks That Matter ('RTM') considering the potential impact and likelihood of occurrence of the risk.

- **Reporting**

Reporting risk events collated and prioritised to entities in the Risk management organisation structure, including Operating unit / function Heads, Group Risk Team ('GRT'), Risk Management Committee ('RMC') as per reporting protocols.

The ERM structure comprises of the following:

- Board of Directors ('BoD')
- Risk Management Committee ('RMC')
- Group Risk Team ('GRT')
- Risk Managers ('RM')

Through our integrated systems, we continuously attempt to avoid and mitigate negative impacts while enhancing positive Social, Environmental and Economic impacts.



2 – 26 Mechanisms for seeking advice and raising concerns

The Company has constituted a Risk Management Committee, the details of which have been provided in the Corporate Governance Report forming part of the Annual Reports. The Board of Directors has approved a risk management policy which is available on Company's website (www.suzlon.com). The Company's risk management and mitigation strategy is discussed in the Management Discussion and Analysis report forming part of the Annual Reports. Suzlon Group has an active risk mitigating strategy that allows it a fairly wholesome view of the internal and external environment in order to proactively address challenges, to the best extent possible. The risks are collated from the various business verticals through reviews and consolidated.

There is focus on ensuring that risks are identified, and key risks impacting the organisation are addressed. The risks are identified at least annually and definitely in event of significant changes in internal or external business environment or whenever strategic/ non-routine activities are undertaken by the company. The processes include:

1. Risk identification, prioritisation and reporting:

a. Risk Identification

- I. Identification of risk events across Operating units and functions through risk assessment
- II. Categorisation of risk events within the Suzlon Risk Universe
- III. Updating risk events listing and subsequently, risk register.

b. Prioritisation

- I. Assessment of the relative priority of each risk to arrive at the key risks or Risks That Matter ('RTM') considering the potential impact and likelihood of occurrence of the risk.

c. Reporting

- i. Reporting risk events collated and prioritised to entities in the Risk management organisation structure, including Operating unit / function Heads, GRT, RMC as per reporting protocols.

2. Risk Mitigation

- i. Identifying Risk leaders, Support team members, for each critical risk / RTM and;
- ii. Developing mitigation plans with defined action steps and timelines for implementation. Risk leaders supported by senior management colleagues and team members work towards implementation of the action steps.

3. Risk Monitoring and Assurance

- i. Reporting to the Board of Directors, the Audit Committee and the RMC on the risk profile and effectiveness of implementation of mitigation plans.
- ii. Monitoring the process activities to ensure their timely and appropriate execution. This process is facilitated by enablers such as the Risk Manager tool, Risk Management Activity Calendar, and a set of templates to facilitate reporting and monitoring.

2 – 27 Compliance with laws and regulations

Integrity is one of Suzlon's core fundamentals and, as a self-driven organization, Suzlon is of the firm opinion that adherence to laws and ethics cannot be compromised upon in any event. Each department in Suzlon has an internal checklist with a clearly outlined role, process and hierarchy of authority and inter-departmental communication is highly promoted to ensure there is no lacunae in the function's compliance requirements. Equal importance is given across all divisions for all functions which may range from plant-level functions to compliances at the head office levels. A strict documentation system is maintained with regular audits conducted upon it to not only ensure adherence but also to identify any licenses, permits or registrations that require updating. Process owners are in constant communication with the senior management at all times and regular status updates are given in addition to these regulatory audits. The legal team, furthermore, works closely with all departments and, apart from providing them legal advice when needed, also updates them on any change in applicable law and equips them with the knowledge of how to be in compliance with such change.

2 – 28 Membership Associations

List of Membership associations is as under:

National

The Indian Wind Turbines Manufacturers Association (IWTMA)

Confederation of Indian Industry (CII)

Federation of Indian Chambers of Commerce & Industry (FICCI)

Indian Wind Power Association (IWPA)

Indian Renewable Energy Alliance (IREA)

International

US-India Business Council (USIBC)

World Forum Offshore Wind (WFO)



5. STAKEHOLDER ENGAGEMENT

	Sustainable Development Goals	UN Global Compact Principles
2-29 Approach to stakeholder engagement	8, 16	All
2-30 Collective bargaining agreements	8, 16	All



2 – 29 Approach to Stakeholder Engagement

Suzlon endorses its vision “Powering A Greener Tomorrow” and is fully committed to development of renewable energy sector in the country. We operate with an objective of taking everyone along. Stakeholder engagement has always been of paramount importance, driving business to a level where it is today. We cherish and value the trust our stakeholders have put in us by believing and shouldering our vision of greener tomorrow.

Suzlon has a structured formal stakeholder engagement process for engaging with them. The process focuses on promoting creative engagement through different activities, communication channels and review of documents in the spirit of its purpose ‘Sustainable Development for a Sustainable Economy’. Suzlon, apart from engaging through formal channels also includes many informal channels to get deeper insight on their opinions, concerns and the topics of their interests. Our direct stakeholder engagement process, among others includes direct and detailed consultation with various stakeholder groups, helping us in

identifying and addressing the critical issues that needs our immediate attention.

Stakeholders’ viewpoints and suggestions are considered into our business strategies and the apprehensions raised by them are worked upon to strengthen our internal systems. Our teams regularly interact and engage with diverse set of people, who impact or are impacted by our operations and business decisions to know about the matters most important to them.

These processes help us designing and developing short-term, mid-term and long-term programs with the spirit of contributing to the Sustainable Development Goals (SDGs), global trends and different sustainability standards such as GRI, UNGC etc.

The company engages with relevant stakeholder groups for consultation which is considered for prioritizing the material topics. The preliminary action plan is presented to the highest management team for review and the final roadmap and action plan is rolled out.



Suzlon CSR operates with a six pronged program ‘Engage-Empower-Sustain’. The programs are designed strategically and customized to cater to each village’s unique needs. The prime focus of these interventions is to establish village

development and community empowerment institutions with the partnership between Company’s CSR team, Government and NGOs. These institutions are capacitated to drive the initiatives when Suzlon exits from the village.

Stakeholder Groups	Purpose	Engagement Mechanisms	Frequency of Engagement	Mode of Feedback
Employees	Understand their career ambitions, job satisfaction parameters, support career growth, training and development	Structured interactive appraisals, career path guidance, training programmes, employee rewards and recognition development programmes	Daily, weekly, monthly, quarterly, annually	Appraisals, internal Surveys, Questionnaire, Newsletters
Communities	Maintain cordial relations with local communities	In-person meeting / gathering by CSR, OHS team	Annual, Quarterly, Monthly, Weekly or need based	Interaction by CSR, HR, EHS teams
Vendors and Suppliers	Sharing of best practices, timely delivery, quality, cost effectiveness and , growth plans	Period interactions between Suzlon purchase and sourcing teams, training programs, quality workshops	Annually, Quarterly, Monthly and need based	Vendor Rating, Satisfaction Surveys, Questionnaire
Media	Communicate key developments, milestone events, growth plans, etc.	Regular Interactions, At events, press conferences, media announcements of quarterly reports and major tie-ups	Regular Interactions On-going Minutes of Meeting, Action Plans, Questionnaire	Minutes of Meeting, Action Plans, Questionnaire
Customers	Develop a sustained relationship, Anticipate short-term and long-term expectations, Understand their sustainability goals	Personal meetings throughout the year, Customer visits, Audits	At regular intervals hroughout the year and need based	Customer satisfaction log; Questionnaire
Investors & Shareholders	Understand concerns and expectations, Recognise the Sustainability Risk perception of investors	Regular dissemination of financial performance through newspapers and published accounts, Investor Meets, Redressal of specific queries on sustainability from investors	Annual, quarterly, need based	Minutes of Meeting; Action Plans; Questionnaire
Government Agencies	Understand compliance and applicable regulations. Brief them on steps taken and discuss opportunities to collaborate on pressing issues	Personal Meetings, Submission of relevant compliance documents, Presence in industry forums, etc.	Need based	Minutes of Meeting

2 – 30 Collective bargaining agreements

Suzlon has clearly laid down its guidelines ensuring our commitment into following fair labour practices. This includes compliance with all national laws and Acts related to payment of minimum wages, protection of human rights, prevention of child/forced labour and encouragement of health and safety best practices.

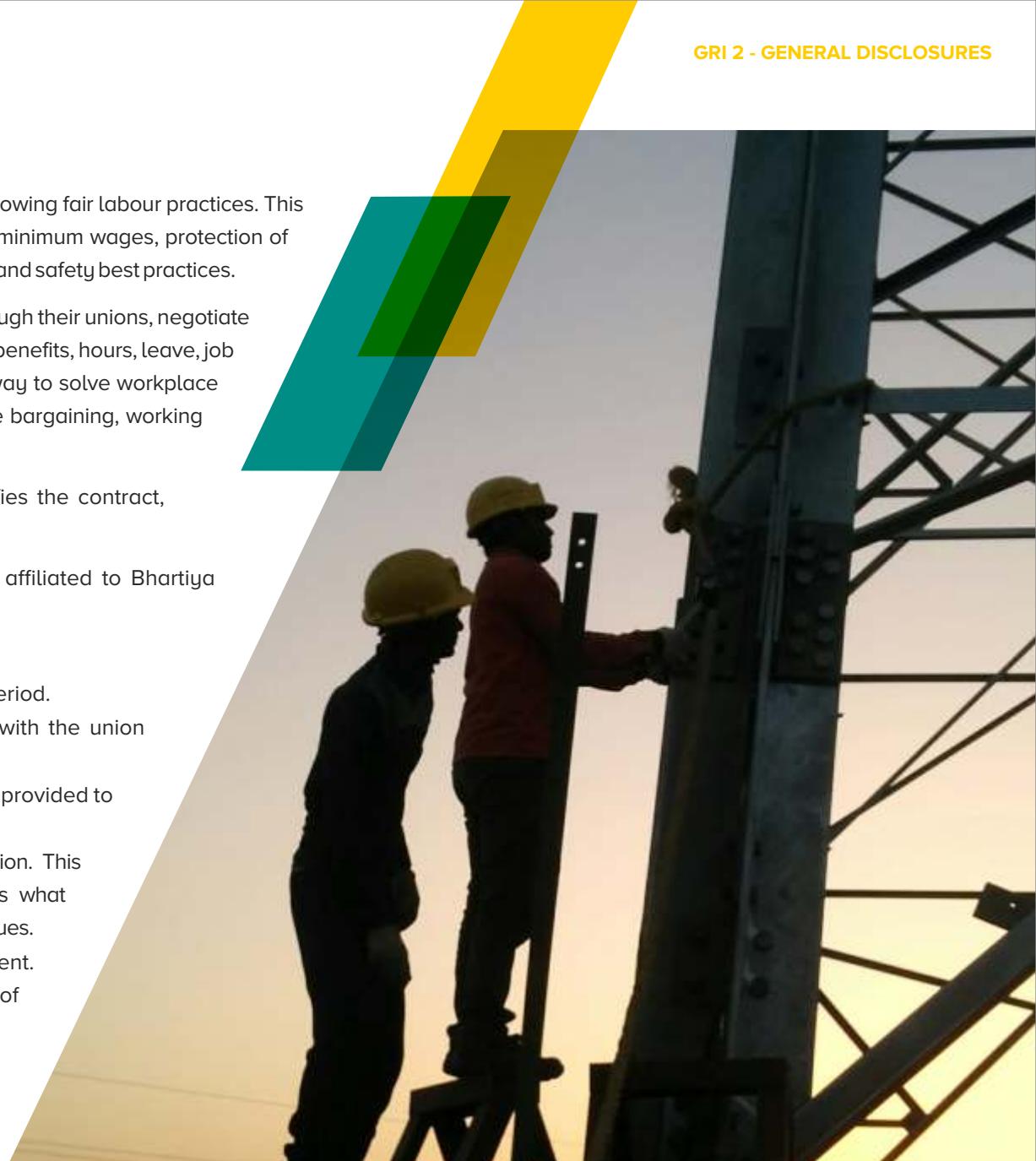
For Suzlon, Collective bargaining is the process in which working people, through their unions, negotiate contracts with Suzlon to determine their terms of employment, including pay, benefits, hours, leave, job health and safety policies and more. Collective bargaining for Suzlon is a way to solve workplace problems and uphold the rights of the workforce. Indeed, through collective bargaining, working people in unions have higher wages, better benefits and safer workplaces.

Suzlon respectfully prepares for bargaining, conducts negotiations, ratifies the contract, resolves a contract dispute and changes or clarifies the contract.

There is only one Union namely Satara Zilla Mazdoor Sangh which is affiliated to Bhartiya Mazdoor Sangh. The process of wage settlement is stated below:

1. Wage settlements normally happen for a period of 3 years.
2. Union submits a Charter of Demand (CoD) after the end of settlement period.
3. Thereafter, negotiation process starts by holding formal meetings with the union where Union and management representatives participate.
4. The CoD is discussed clause by clause and management response is provided to the Union.
5. Then management expectation document is also shared with the Union. This document briefs the Union about the business scenario and outlines what management expects from the Union in terms of performance and other issues.
6. Thereafter, several meetings happen to negotiate the terms of settlement. Record of the proceedings of each meeting are maintained in the form of minutes of meetings.

Once, consensus is reached, a memorandum of settlement is signed between the management and the Union.



Material Topics

-
- 3-1 Process to determine material topics
 - 3-2 List of material topics
-



3-1 Process to determine material topics

At Suzlon, we believe that understanding our stakeholders' opinions, concerns and priorities help us to take better decisions and not only safeguards our conduct of business both ways – successfully and responsibly but also defining what matters to them.

In the FY18, we carried out a formal stakeholder engagement and sustainability survey and on that basis, we identified the topics that are important to our stakeholders and our business. We have, thereafter updated the material topics list featuring a gamut of sustainability issues raised by our stakeholders as well as our leadership team. In the reporting period, we have reanalysed and validated our materiality to identify emerging issues and incorporated them in our materiality topics list.

This process has guided us in our efforts to build a strong, resilient and sustainable business. Materiality helped us in addressing stakeholders' issues and concerns in a more effective manner. We aim to conduct materiality analysis every two years to assess the impacts of our efforts and revise the list of material topics.

We have used materiality assessment for identification of key issues relevant to our business, including the expectations and concerns of our identified stakeholders, which help us in prioritization of strategy, policies and action plans in the area of economy, environment and society.

We designed the stakeholder engagement questionnaire to cover wider material topics, consulted relevant stakeholder groups and sought their inputs from the sustainability perspective. We have used these inputs for prioritizing the material topics based on importance to stakeholders as well as to Suzlon.

Suzlon has adopted the following materiality process:

- Used various channels for Identification of topics relevant to Suzlon

- The following materiality filters were considered:
 - Financial impacts and risks
 - Legal and regulatory compliances
 - Policy drivers
 - Stakeholder concerns and priorities for innovation
 - Inputs from the senior management.
- The assessment process included inputs from all the stakeholders through focused discussions and questionnaires
- Topics relevant to Suzlon were categorized, considering
 - How impactful is a topic to the business and sustainability of Suzlon
 - Stakeholders' feedback
- These topics were measured on a scale of criticality i.e. Low, Medium, High, which helped us in dividing and prioritizing the key material topics

We have used the following method to embed the material topics:

- Gap Analysis
- Prioritize actions based on Suzlon's vision and values
- Sustainability strategy development covering the below:
 - Policies
 - Governance
 - Budget, resources and action plan
 - Goals and targets
- Implementation – Initiative implementation and project management
- Performance management
- Sustainability Reporting – Reporting and management disclosures

We have used GRI Standard guidance for identifying material topics along with reporting boundary.

The following topics have been identified as material topic:

3-2 List of Material topics

Economic Topics

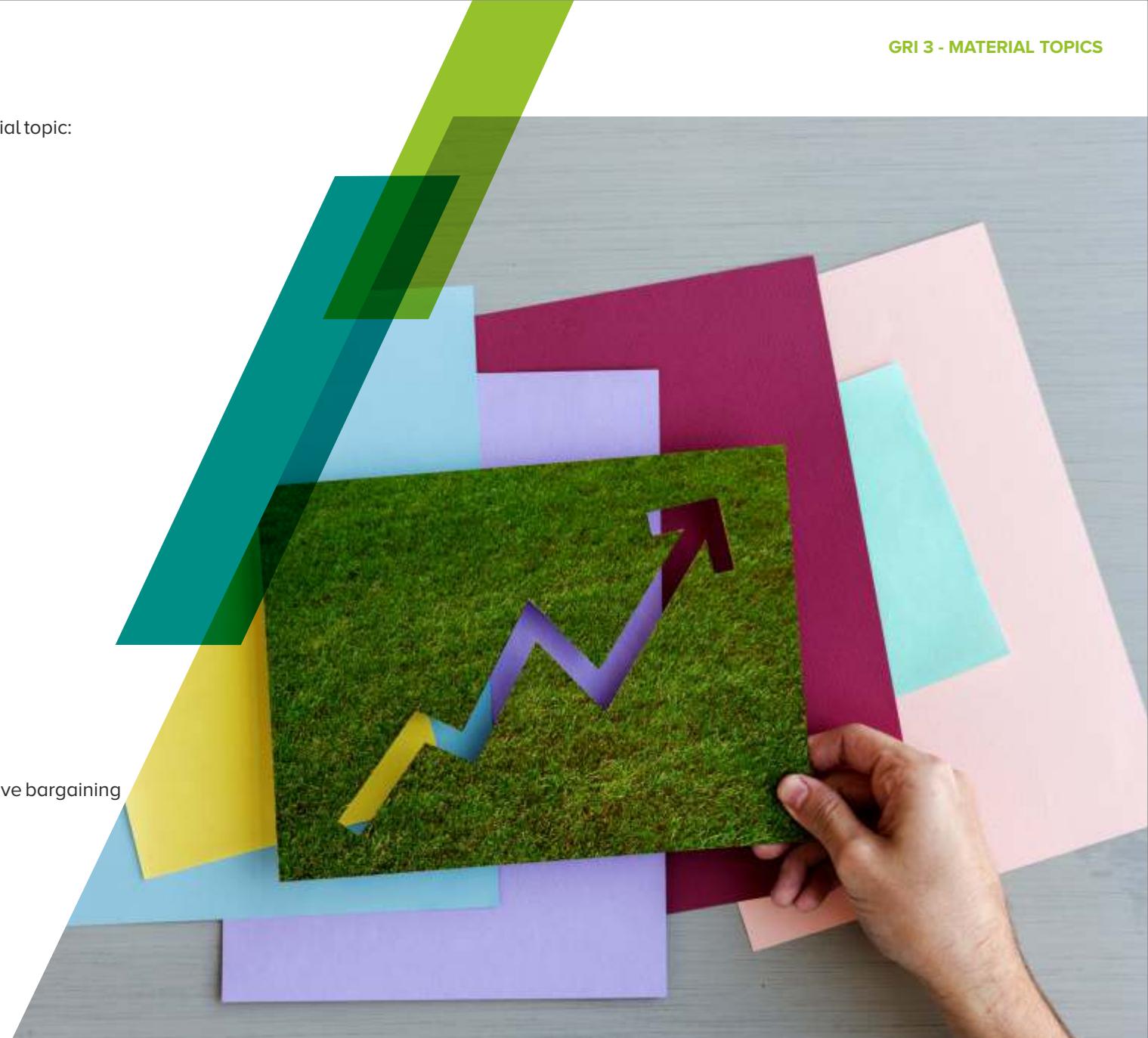
1. GRI-201- Economic Performance
2. GRI-205 - Anti Corruption

Environment Topics

3. GRI-302 – Energy
4. GRI-305 – Emissions
5. GRI-306 - Effluents and Waste

Social Topics

6. GRI-401 Employment
7. GRI-403 Occupational Health & Safety
8. GRI-404 Training & Education
9. GRI-405 Diversity and equal opportunity
10. GRI-406 Non-Discrimination
11. GRI-407 Freedom of Association and collective bargaining
12. GRI-408 Child Labour
13. GRI-409 Forced or Compulsory Labour
14. GRI-411 Rights of Indigenous people
15. GRI-412 Human Rights Assessment
16. GRI-413 Local Communities



GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.1 201 Economic Performance

	Sustainable Development Goals
201-1 Direct economic value generated and distributed	8
201-2 Financial implications and other risks and opportunities due to climate change	8
201-3 Defined benefit plan obligations and other retirement plans	8
201-4 Financial assistance received from government	8



201-1 Direct economic value generated and distributed

Suzlon has successfully maintained its leadership with 39% market share by commissioning 582 MW in FY19. This includes India's first wind project of the bidding regime in Tamil Nadu under Solar Energy Corporation of India (SECI) first tender. Suzlon's performance in these challenging times speaks volume of our strong technical and project execution capabilities built over two decades of experience in the Indian market. Strong financial performance is key to the sustainable growth of our business and our future success. Our stakeholders around the world expect us to deliver on our financial commitments by generating and distributing economic value. To that end, we are focused on growing our earnings while also targeting to achieve free cash flow to shareholders.

We believe this approach, in combination with investing for growth in our businesses, will allow us to maintain our reputation as a leader in our markets and be well-positioned to respond to the evolving needs of our customers. Through our global operations, we create value for a wide variety of stakeholders, including our local communities, shareholders, investors, suppliers, contractors and employees. The Company has not only reduced its debt and interest burden but has also taken several initiatives to optimize its cost structure.

We are committed to doing business the right way, by adopting best practices and continuously assessing our performance on financial as well as non-financial parameters.

	FY19	FY20	FY21
All amounts in Rs. Crore			
Direct Economic Value Generated			
Revenue (Includes other income)	5,430	2,928	3,432
Economic Value Distributed			
Operating Costs	4,202	2,657	2,409
Employee Wages & Benefits	553	495	367.52
Payments to Providers of Capital	1,380	1,565	1,401
Payments to Govt.	2	1	0
Community Investments	11	2	3.67
Economic Value Retained			
Direct economic value generated' less 'economic value distributed'	-718	-1791	-748

For entities within the boundary of this report

201-2 Financial implications and other risks and opportunities due to climate change

The climate change has direct and indirect impact on various aspects of the supply chain of wind turbine manufacturing. It has established the urgency of moving towards more sustainable and green power sources, which has led to increased demand of wind turbine generators across the globe. Many countries including India are now aggressively focussing on increasing their share of green power generation.

However, on the down side, the increase in prices of commodities like steel, copper, aluminium, balsa etc. has led to a significant increase in the cost of production of wind turbines. This has resulted in deteriorating margins across the industry. Increase in crude oil prices has also had a direct impact on inbound and outbound logistics cost, which has further added to the wind turbine price.

The pandemic impact on the business

The entire wind industry was impacted by COVID-19 pandemic. Suzlon as a group had to face delays attributable to the disrupted supply chain. Entire value chain starting from the procurement of raw materials and components to manufacturing to delivery of finished goods was affected. During the first wave, plants and project sites saw a complete shutdown with strict restrictions imposed on the movement of people and goods, which was eased gradually over the following months. The oxygen supply for industrial processes were diverted for medical treatments, hence further slowing down the manufacturing. Lockdown in various countries led to either no or very slow movement of goods across the borders adding to the uncertainties in the supply. This had impact on the business. To ensure safety of the employees, all the precautionary measures were taken in order to contain the spread of the virus. But the lockdown in China, for example, has affected the imports from the country in the past few months. The group is evaluating options to source the resources.

Recovery plans to combat the impacts

Various measures have been taken in order to recover from the impact of COVID-19 by the government and by the group. To support the industry impacted by the disruptions caused due to the pandemic, an extension of 7.5 months was granted to all the renewable energy projects by the Ministry of New and Renewable Energy, which partly addressed the commercial risk arising out of various contracts due to delay.

The group was also affected due to non-availability of material. Vendors and suppliers were impacted due to lockdown and a few critical materials essential in the manufacturing of wind turbine either went out-of-stock or saw steep rise in price. In order to ensure better supply security and to cope more efficiently with a disruption in the supply chain, the group is focussed towards improving the vendor base by building alternate sources of procuring the raw materials, components and other resources required by the business. Continuous efforts are being made to indigenize the procurement sources by developing a strong supplier base in the country.

Manpower availability was a concern initially when the movement was completely restricted but since most of our sites are located in remote locations, the group was able to manage daily site activities while respecting lockdown related protocols and ensuring social distancing practices. To ensure better manpower availability, the group has been very active in supporting the employees by setting up vaccination camps, providing essential medical facilities and educating the workforce about the pandemic.

During the lockdown, the movement between the plants and sites was very limited thus creating a logistical gap, which had an impact on the project execution. However being classified under the essential services category, the group has managed to partly mitigate this risk.

201-3 Defined benefit plan obligations and other retirement plans

	FY19 Rs In Crores	FY20 Rs In Crores	FY21 Rs In Crores
Salaries &Wages	763.34	699.48	492.77
Contribution to Provident Fund	68.59	64.22	33.92
Contribution to superannuation Fund	0.16	0.12	0.11
Gratuity	10.01	9.55	8.59
Staff Welfare	32.22	23	17.93
Total	874.16	796.25	553.21

201-4 Financial assistance received from Government

Suzlon has received financial assistance from the government under the Aatmanirbhar Bharat Rozgar Yojana (ABRY). This scheme is to incentivize creation of new employment opportunities during the COVID-19 recovery phase by providing assistance to the employers of establishments registered with EPFO (Employee's Provident Fund Organization) to recruit unemployed persons including re-employment of those who were rendered unemployed during the Pandemic. The support was to the tune of INR. 15,58,245 in FY 19 and INR. 2,86,286 in FY 21.



6.1 205 Anti-Corruption

	Sustainable Development Goals	UN Global Compact Principles
205-1 Operations assessed for risks related to corruption	16	10
205-2 Communication and training about anti-corruption policies and procedures	16	10
205-3 Confirmed incidents of corruption and actions taken	16	10



Keeping constant vigil on all elements of good governance, we have articulated a rigorous code of ethical conduct and brought all members of our Suzlon family under SuzNiti. Corporate guidelines and restrictions on Entertainment and Gifts are clearly outlined in the Corporate Governance Policy – Code of Ethics section. These guidelines are applicable to all employees including directors. The Central Ethics Committee (CEC) has been set up to review and monitor the effective administration of the code of conduct and all matters of bribery and corruption are addressed by this committee. A seamless and sensitive mechanism has been laid down for reporting and whistleblowing which includes options like a dedicated hotline, Email (suzlon@ethicshelpline.in) or fax as channels of communication to report these incidents. With a view to facilitating the free flow of confidential information, a built-in safety net for protecting the identity of the reporter has been operationalized.

On the matter of gifts and entertainment, Suzlon approach gives specific directions for compliance and zero tolerance to deviations. We have given clear directives to all employees as to what constitutes non-compliance giving case examples of holiday packages and entertainment also. The Code of Ethics emphasizes our utmost anti bribery concern and we have distinctly and exhaustively declared that corruption or bribery means receiving or offering unjustified money in any form to any external or internal person or entity. Our vision envisages stainless corporate governance and SuzNiti is an enabler for this.

All Employees sign off an Employee undertaking which details the SuzNiti policies.

“Integrity” is one of the 5 core values of Suzlon. Corrupt practices are one of the risks identified and documented by the company and its zero tolerance policy for such practices.

This is being done with a view to identify, remediate, emphasise and enhance “integrity” as a muscle memory and culture of the organisation.

Various initiatives of the company to maintain and further create ethical ecosystem are:

1. Sign-off “Business Conduct Guidelines” by all employees.
2. Learning & Development programs on Ethics which the employees undergo during the year.
3. In person / visual (video) lectures by the CSR team emphasising the integrity part at the remotest sites and locations
4. Wall-paper (screen savers) depicting “integrity” eco-system.



205-1 Operations assessed for risks related to corruption

Nature	FY19 units	FY20 units	FY21 units
Total no. of operations assessed for risk linked to corruption	44	39	34

Following operational risks are reviewed and assessed at various levels:

1. **By Senior Management:** During their review of the business operations review meetings
2. **By Enterprise Risk Management:** During the review of planning v/s actuals, risks associated are highlighted.
3. **By Internal Audit team:** On review of specific cases highlighted.

Corrective measures undertaken:

Risks identified are used to strengthen the internal controls through automation or by manual marker checker.

- a. Total number and nature of confirmed incidents of corruption

Nature	FY19	FY20	FY21	Total
Bribery-invoice kickbacks	7	4	1	12
Total	7	4	1	12

- b. Total number of confirmed incidents in which employees were dismissed or disciplined for corruption

Action Taken	FY19	FY20	FY21	Total
Dismissed	5	2	1	8
Disciplined	2	2	0	4
Total	7	4	1	12

The total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption was **Nil**.

205-2 Communication and training about anti-corruption policies and procedures

Training on Anti-Corruption policies and procedures imparted during the reporting period:

Participants	FY19	FY20	FY21
Policy Communication to Governance body members	(15) 100%	(17) 100%	(14) 100%
Policy Communication to Employees	(6608) 100%	(5480) 100%	(5315) 100%
Policy Communication to Business Partners	100%	100%	100%
Training to Governance body members	100%	100%	100%
Training to Employees	3113 (47.11%)	2569 (46.8%)	1095 (20.60%)

205-3 Confirmed incidents of corruption and actions taken

	FY19	FY20	FY21
Number of confirmed cases of corruption	7	4	1
The total number of confirmed incidents in which employees were dismissed or disciplined for corruption	7	4	1
The total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption	0	0	0



6.2 Environmental Performance

302 - Energy

	Sustainable Development Goals	UN Global Compact Principles
302-1 Energy consumption within the organization	7	7, 8, 9
302-3 Energy intensity	7	7, 8, 9
302-5 Reductions in energy requirements of products and services	7	7, 8, 9



Suzlon is deeply committed to the need of energy efficiency improvement and transition to cleaner energy systems for a sustainable and de-carbonised economy which is the most urgent and critical need of the hour.

Over the years, Suzlon has worked extensively on innovations and technology to enhance energy efficiency in its operations. One of the prime enablers to energy efficiency is the efficiency of the WTGs. The increased diameter of rotor up to 128 m, increased height of hub up to 140 m has resulted in higher yields of energy generated from the installations.

Some of the key initiatives that we have taken to enhance energy efficiency are:

- Installed State-of-the-art energy monitoring and conservation system at our facilities which also ensures minimum wastage of power.
- Replaced large size ovens with induction heating system for heating of Slip Rings at Chakan Generator Facility
- Replaced Compact Fluorescent Lights (CFL) and Metal Halide Lights (MHL) with LED lights at number of facilities
- Use of low power (KW) compressor systems for small operations at tower manufacturing plant of Gandhidham facility
- The use of heavy cranes for lifting the lightweight components is reduced at Daman facility

302-1 Energy consumption within the organization

	FY19 (GJ)	FY20 (GJ)	FY21 (GJ)
From Non-Renewable sources (Diesel, Petrol, LNG, LPG & Petrol)	202500	284448	159122
From Renewable sources (Wind)	36786	28196	21030
From Other sources (Grid electricity)	154287	142289	128108
Total Energy Consumption within Organisation	393573	454933	308260

Business wise energy consumption within the organization

	FY19 (GJ)	FY20 (GJ)	FY21 (GJ)	FY19	FY20	FY21
				%	%	%
WTG Manufacturing	57648	20423	27927	14.6	4.5	9.1
WTG Projects	2290	4060	1601	0.6	0.9	0.5
WTG Operation & Maintenance	17766	15337	14582	4.5	3.4	4.7
SE forge	315869	415115	264150	80.3	91.2	85.7
Total Energy Consumption within Organisation	393573	454934	308260	100	100	100

Business unit wise Type of Energy consumption within the organization

	FY19		FY20		FY21	
	(GJ)	%	(GJ)	%	(GJ)	%
From Non-Renewable sources (Diesel, Petrol, LNG, LPG & Petrol)						
WTG Manufacturing	18683	9.2	7126	2.5	6865	4.3
WTG Projects	1336	0.7	3635	1.3	1174	0.7
WTG Operation & Maintenance	12560	6.2	9964	3.5	9554	6.0
SE forge	169921	83.9	263724	92.7	141529	88.9
TOTAL	202500	100	284449	100	159122	100
From Renewable sources (Wind)						
WTG Manufacturing	9343	25.4	3158	11.2	3790	18.0
WTG Projects	67	0.2	80	0.3	77	0.4
WTG Operation & Maintenance	937	3	967	3.4	905	4.3
SE forge	26439	71.9	23991	85.1	16258	77.3
TOTAL	36786	100	28196	100	21030	100
From Other sources (Grid electricity)						
WTG Manufacturing	29622	19.2	10139	7.1	17272	13.5
WTG Projects	887	0.6	345	0.2	350	0.3
WTG Operation & Maintenance	4269	2.8	4406	3.1	4123	3.2
SE forge	119509	77.5	127400	89.5	106363	83.0
TOTAL	154287	100	142290	100	128108	100
Total Energy Consumption within Organisation from all sources	393573		454935		308260	

Energy Sold

	Units	FY19	FY20	FY21
Wind Energy sold (from electricity generated from Suzlon Owned wind turbines)	GJ	11178	51275	61081

302-3 Energy intensity

As our business includes manufacturing wind turbines, installation of wind turbines and operations and maintenance of wind turbines, as well as forging, the denominator is selected accordingly.

	Units	FY19	FY20	FY21
Energy Consumption in Manufacturing	GJ	57648	20423	27927
Output	MW	544	59.3	203.7
Energy intensity ratio (GJ/MW)	Ratio	106	344	137
Energy Consumption in Projects	GJ	2290	4060	1601
Output	MW	630	214	113
Energy intensity ratio (GJ/MW)	Ratio	4	19	14
Energy Consumption in Operation Maintenance	GJ	17766	15337	14582
Output	MW	12,496.84	12,846.60	12,926.44
Energy intensity ratio (GJ/MW)	Ratio	1.4	1.2	1.1
Energy Consumption in Se Forging Unit	GJ	315869	415115	264150
Output	Tons	29,373	35,725	27,890
Energy intensity ratio (GJ/Ton)	Ratio	11	12	9

302-5 Reductions in energy requirements of products and services

Over the years, Suzlon has worked extensively on innovations and technology to enhance the efficiency of the WTGs. The increased diameter of rotor up to 128 m, increased height of hub up to 140 m has resulted in higher yields of energy generated from the installations.

Suzlon, for the first time in India, has introduced the lattice tubular towers which are much lighter than the steel towers and consume lesser energy for transportation.

Our WTGs come with the variable hub-height options which help optimize the configuration based on the wind pattern of the site to achieve the enhanced energy yield. We have also designed the rotor blades with use of Carbon Fibre, which enables the lighter aerodynamic profiles achieving greater performance even with low wind locations.

We have designed our electrical systems that easily integrate with the utility network and has technologically advanced controls backed with the powerful software systems. This helps minimise losses and achieve higher energy yields.

6.2 Environmental Performance

303 - Water and Effluents

	Sustainable Development Goals	UN Global Compact Principles
303-1 Interactions with water as a shared resource	6	7, 8, 9
303-2 Management of water discharge-related impacts	6	7, 8, 9
303-3 Water withdrawal	6	7, 8, 9
303-4 Water discharge	6	7, 8, 9
303-5 Water consumption	6	7, 8, 9



303-1 Interactions with water as a shared resource

We source most part of the required water from surface water sources and some part from the ground water sources. The surface water sources include municipal and private water supply. We have bore-wells and wells in our own premises for usage of groundwater as per the requirement.

The wastewater is not discharged into the environment directly. We have provided Soak Pit/STP/ETP at our facilities.

In addition, we are also exploring the potential of Rainwater Harvesting and Water Recycling at various facilities.

Through our CSR program we have implemented 'Zero Drought' initiative by trees plantation and Water conservation enabling the enhancement of ground water table.

Suzlon has undertaken de-silting of ponds at 8 villages in FY19 and 8 villages in FY21 of Jaisalmer District, which has helped the area with additional water conservation of 3000 and 8350 cubic meters respectively.

Overall in FY19, FY20, FY21, the cubic meters of water conserved in drought prone areas of India was 45,510, 2,5,0993 and 83,532 cubic meters of water respectively.

Suzlon is aiming to further minimise the groundwater extraction and increasing the rainwater harvesting and water recycling.

Our manufacturing facilities do not require water for processing, heating and cooling systems, but only for domestic usage. The overview of water consumption pattern at Suzlon is provided in the table below:

Activity	Water Consumption		
	FY19 (Mega Litres)	FY20 (Mega Litres)	FY21 (Mega Litres)
Domestic Consumption	225	231	196



303-2 Management of water discharge-related impacts

All our facilities come under the purview of Water (prevention & control of pollution) Act 1974 and the required Consent to Operate (CTO) are obtained from Pollution Control Board of the concerned jurisdiction of plant location. The minimum discharge standards of effluents are prescribed by the Consent to Operate.

The discharge from STP/ETP plant is within permissible limit of pH 5.5 to 9.0.

All treated water recycled within the plant is under permissible limit prescribed by state pollution control board CTO. All environmental parameters monitoring exercise is conducted periodically within the plant.

At some of our facilities where the waste water is mainly from domestic sources and generated in smaller quantities, we have installed soak pit systems.

Water Discharge	FY19 (Mega Litres)	FY20 (Mega Litres)	FY21 (Mega Litres)
Water Discharge of all areas	30	41	32
Water stress areas of (Bhuj & Jaisalmer plants considered)	0.9	2	0.59
Total Discharge Quantity	31	43	32

303-3 Water withdrawal

We use water from surface water source as well as groundwater sources. However, our main dependence is on the surface water from various supply sources and limited dependence on the groundwater.

Total Water Withdrawal from all areas	FY19 (Mega Litres)	FY20 (Mega Litres)	FY21 (Mega Litres)
Groundwater Sources (owned)	57	53	53
Surface water Sources (municipal, private)	168	178	143
Rainwater used	0.0094	0.0137	0.0475
Total Water Withdrawal	225	231	196

Total Water Withdrawal from water stress areas	FY19 (Mega Litres)	FY20 (Mega Litres)	FY21 (Mega Litres)
Groundwater Sources (owned)	0.047	0	0
Surface water Sources (municipal, private)	7	23	4
Total Water Withdrawal	7	23	4

We followed zero liquid discharge (ZLD) across the plants. All Treated water from STP outlet we used within plant premises for tree plantation & gardening, floor cleaning and toilet flushing.

Total recycled Water used	FY19 (Mega Litres)	FY20 (Mega Litres)	FY21 (Mega Litres)
	8	6	5

303-4 Water Discharge

We treat the wastewater before discharge as per regulatory requirement of pollution control board. The wastewater generated from Domestic sources is treated using Sewage Treatment Plant and the wastewater generated from process/industrial activities is treated using the Effluent treatment plant.

303-5 Water consumption

The total water consumption is estimated by subtracting the total water discharge from the total water withdrawal.

Water Consumption	FY19 (Mega Litres)	FY20 (Mega Litres)	FY21 (Mega Litres)
Total Water Consumption	195	190	164
Total Water Consumption in areas of water stress	7	21	3



6.2 Environmental Performance

305 - Emissions

	Sustainable Development Goals	UN Global Compact Principles
305-1 Direct (Scope 1) GHG emissions	13	7, 8, 9
305-2 Energy indirect (Scope 2) GHG emissions	13	7, 8, 9
305-3 Other indirect (Scope 3) GHG emissions	13	7, 8, 9
305-4 GHG emissions intensity	13	7, 8, 9



Climate Change driven by excessive generation of greenhouse gases due to manufacturing and agriculture by humans has led to unprecedented temperature rise globally. Climate change is the biggest risk to human and other species and most urgent and immediate measures need to be implemented to arrest the same to achieve the goals laid down by the UNFCCC (United Nations Framework Convention on Climate Change) to achieve net zero Carbon Emissions by the middle of this century.

Suzlon has committed itself to conducting its business in a manner that has minimal impact on the environment and climate. One of the main CSR goals of Suzlon is to have minimal impact on the environment and make positive contribution to the Global SDGs.

305-1 Direct (Scope 1) GHG emissions

The scope-1 emissions from our activities include emissions from combustion of liquid and gaseous fuel for mobile sources and stationary sources.

Direct Emissions Scope 1									
All energy sources	UoM	Quantity			Emission Factor	Units	TCO2-e		
		FY19	FY20	FY21			FY19	FY20	FY21
Primary Energy Consumption									
Diesel Consumed in DGs	L	129168	51207	57881	2.54	(kgCO2e/l)	328	130	147
Diesel Consumed in vehicles	L	246517	210477	226853	2.54	(kgCO2e/l)	626	535	576
Natural gas consumed (LNG)	MMBTU	161063	249975	134151	52.91	(kgCO2e/MMBTU)	8522	13226	7098
LPG in canteen	kgs	394944.6	233817.2	150860.8	2938.81	(kgCO2e/t)	1161	687	443
Petrol Consumed in Vehicles	L	25578	15575	10686	2.16	(kgCO2e/l)	55	34	23
Total Direct Emissions - Scope 1	TCO2-e						10692	14612	8287

Summary		FY19	FY20	FY21
Scope 1 - Direct Emissions	TCO2-e	10692	14612	8287
Year on Year Emission Reduction	%		37%	-43%

Business Unit Wise Direct Emission Scope 1																
	WTG Manufacturing			WTG Projects			WTG Operation & Maintenance			SE Forge			Total			
	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21	FY 19	FY 20	FY 21	
Primary Energy Consumption																
Diesel Consumed in DGs	245	46	76	36	44	35	27	28	23	20	12	13	328	130	147	
Diesel Consumed in vehicles	109	40	80	60	75	51	309	293	328	147	127	118	626	535	1. 576	
Natural gas consumed (LNG)	0	0	0	0	0	0	0	0	0	8522	13226	7098	8522	13226	7098	
LPG in canteen	894	380	155	0	40	124	10	10	10	257	257	155	1161	687	443	
Petrol Consumed in Vehicles	10	4	3	30	15	6	16	14	15	0	0	0	55	34	23	
Total-Direct Emissions - Scope 1 (TCO2-e)	1258	470	314	127	175	216	362	344	375	8946	13623	7383	10692	14612	8288	
% of total	11.8	3.2	3.8	1.2	1.2	2.6	3.4	2.4	4.5	83.7	93.2	89.1	100	100	100	

The data shows that CO2 emissions have increased by 37% in FY20 over FY19. This is due to increased consumption of LNG by our group company SE Forge, a wholly-owned subsidiary of Suzlon group in FY20. SE Forge saw a corresponding increase in production output and revenue in that period.

We continually invest our efforts towards reducing environmental degradation and positively contribute to the climate change. One of the key measures we have undertaken is to meet energy needs through renewable energy sources and thereby curtail the Carbon emissions. We have taken several initiatives to minimise the consumption of energy, improve energy efficiency and to effectively monitor the usage.

At Suzlon we take pride in providing the whole gamut of solutions from initiation and installation to management and maintenance of the Wind Power Generation. We offer various services including supply chain, value chain, project scheduling, manufacturing, services and spares, technology, R&D etc. under the one roof. We, as the nature of our business, contribute to environment in a positive way avoiding millions of tonnes of CO2 emissions annually by generating the electricity from the renewable energy source.

Through our HSE Vision, we are committed to achieve zero damage to our employees and contractors, the communities that we interact with, and the environment. We have made it mandatory for all our facilities to obtain ISO 14001:2015 certification.

305-2 Energy indirect (Scope 2) GHG emissions

At Suzlon, the CO2 emissions footprint are estimated using the guidelines by Central Electricity Authority published in the respective financial year. Also, the globally accepted guidelines of the GHG Protocol Corporate Accounting and

Reporting Standard are referred. The GHG included in the calculation is CO2 which is applicable to our activities. The scope-2 emissions from our activities include emissions from purchased electricity from the grid.

Scope-2 emissions for FY19, FY20 and FY21 are presented in the tables below:

Indirect Emissions - Scope 2									
Secondary Energy Consumption	UoM	Quantity			Emission Factor	Units	TCO2-e		
		FY19	FY20	FY21			FY19	FY20	FY21
Grid Electricity Purchased Total Indirect Emissions - Scope 2	KWH	42857425	39524857	35585689	0.79	tCO2/MWh	33857	31225	28113

Business Unit Wise Indirect Emission Scope 2									
Secondary Energy Consumption	Business Units	Quantity (KWh)			Emission Factor	Units	TCO2-e		
		FY 19	FY 20	FY 21			FY 19	FY 20	FY 21
Grid Electricity Purchased	WTG Manufacturing	8228204	2816373	4797725	0.79	tCO2/MWh	6500	2225	3790
	WTG Projects	246298	95775	97265			195	76	77
	WTG Operation & Maintenance	1185881	1223886	1145366			937	967	905
	SE Forge	33197042	35388823	29545334			26226	27957	23341
Total		42857425	39524857	35585690			33858	31225	28113

Summary		FY19	FY20	FY21
Scope 2 - Indirect Emissions	TCo2-e	33858	31225	28113
Year on Year Emission Reduction	%		-8	-10

The data shows that scope 2 emissions have decreased by 8 % in FY20 over FY19 and decreased by 10% in FY21 over FY20 period. This is due to decreased business operations during the period requiring grid electricity consumption.

305-3 Other indirect (Scope 3) GHG emissions

At Suzlon, the GHG emissions footprint are estimated using the globally accepted guidelines of the GHG Protocol Corporate Accounting and Reporting Standard and GHG Emissions Calculation Tool provided by GHG Protocol. The GHG Protocol establishes comprehensive global standardized frameworks to measure and manage greenhouse gas (GHG) emissions from private and public sector operations, value chains and mitigation actions.

The GHG gas included in the calculation is CO₂ which is applicable to our activities. The scope-3 emissions from our activities include emissions from transportation of raw material and products, employee commute, business travel, leased assets and outsourced activities.

Scope 3 emissions are calculated as per GHG protocol developed by World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD). For GHG emission calculation purpose, constants,

conversion factors, emission factors are considered based on IPCC reports and US EPA guidelines.

The data on following aspects for three consecutive years from FY 19, FY 20 and FY 21 has been used.

1. Upstream - Transportation of raw materials
2. Downstream - Transportation of product
3. Business Travel
4. Employee Commute
5. Energy Emissions from leased assets
6. Process Emissions from use of product/ OMS – Lubricants

GHG emissions are calculated for each category.



The following points provide a snapshot about Scope 3 emissions in the three-year period:

- Transportation of raw material by road increased by 1471%, by sea increased by 910% and by air increased by 408% in FY21 over FY20 due to business exigencies.
- There is reduction in the business travel by any means (air/road/train) in FY21 over FY20.
- Employee commute is showing a reducing trend over the 3 years which has led to significant carbon emission reduction over the study period.

The reduction in business travel and employee commute is due to COVID-19 measures like lockdown from March 2020 and post COVID - Work from Home opportunities presented to the employees.

In FY21, about 272 tons of consignment was air shipped due to business exigencies, which has resulted in increase of CO2 emission as compared to previous years.

Co₂ emissions in tonnes of CO₂ equivalent	FY19	FY20	FY21
Upstream - Transportation of raw materials	74,72,241	33,76,154	1,41,02,639
Downstream - Transportation of product	47,200	4,163	23,894
Business Travel	16,814	8,864	2,384
Employee Commute	16,093	13,860	10,575
Energy Emissions from leased assets	6	6	7
Process Emissions from use of product/ OMS – Lubricants	448	258	833
Total Scope 3- Other Indirect Emissions (tCO₂e)	75,52,803	34,03,305	1,41,40,332
Year on Year Emission Reduction (%)		-55%	315%

305-4 GHG emissions intensity

Business Unit Wise scope 1 & 2 emision intensity					
Business Unit	Scope 1 & Scope 2	Units	FY19	FY20	FY21
WTG manufacturing	Scope 1&2 carbon emission	TCO2-e	7758	2695	4104
	Output	MW	543.9	59.3	203.7
	Emission intensity (TCO2-e /MW)	Ratio	14	45	20
WTG Projects	Scope 1&2 carbon emission	TCO2-e	322	251	293
	Output	MW	630	213.5	113.4
	Emission intensity (TCO2-e /MW)	Ratio	1	1	3
WTG operation and maintainance	Scope 1&2 carbon emission	TCO2-e	1299	1311	1280
	Output	MW	12496.84	12846.6	12926.44
	Emission intensity ((TCO2-e /MW)) FOR OMS	Ratio	0.1	0.1	0.1
Se Forge	Scope 1&2 carbon emission	TCO2-e	35172	41580	30724
	Output	Tons	29373	35725	27890
	Emission intensity (TCO2-e /Ton)	Ratio	1.20	1.16	1.10

6.2 Environmental Performance

306 Waste

	Sustainable Development Goals	UN Global Compact Principles
306-1 Waste generation and significant waste-related impacts	12, 13	7, 8, 9
306-2 Management of significant waste-related impacts	12, 13	7, 8, 9
306-3 Waste generated	12, 13	7, 8, 9
306-4 Waste diverted from disposal	12, 13	7, 8, 9
306-5 Waste directed to disposal	12, 13	7, 8, 9



A critical enabler to a green future is to shift businesses from linear to circular business models aiming to Zero waste. Suzlon believes in the philosophy that there is no such thing as waste, these are just materials in the wrong place. Suzlon strives continuously to minimise the generation and disposal of waste and maximise recycling of the same.

We are committed to constantly advance our waste management practices at all our manufacturing facilities. Our vertically integrated plants help us carry out a diverse range of activities with the plant. We follow a three facet approach for waste management:

- Minimization of waste
- Recycle and reduce waste generation
- Technological advancement and adoption of eco-friendly waste management practices

We follow regulatory frameworks and requirements for disposing waste. Our processes for engaging with waste disposal facilities/waste recyclers/cement companies are aligned with our sustainability strategies and the engagement with such facilities is done after due validation. We have engaged cement plants for co-processing of high calorific value hazardous material.

Suzlon encourages its employees to contribute with innovative ideas through programs like capacity building, Kaizen, etc. Our employees actively participate in the drive and share innovative ideas for waste avoidance, waste minimization at source, extending useful life of indirect raw-material, waste reuse within the process and off-site recycling of waste. The service providers and conservancy contractors play a key role in collection, segregation and transportation of waste within the plant.

306-1 Waste generation and significant waste-related impacts

We manufacture most of the components required for our Wind Turbine Generators (WTGs). The components that we manufacture include generators, hubs, nacelle, rotor blades and tower.

The main activities that contribute to generation of waste are manufacturing of the components. The various types of waste generated from our activities include scrap blades, used oil, used battery, used cotton waste, used grease and plastic scrap.

As a leading wind energy company with a wide range of supply chain, we interact with a large base of suppliers in the entire length of our value chain, discuss about processes with a focus on elimination of other emissions and waste generation through installation of green technologies.

At Suzlon, we integrate supply chain entities to achieve environmentally sound waste management to prevent and reduce waste by means of reuse and recycling practices. We follow a systematic approach for waste management with a set timeline criteria within which specific waste is disposed. This is practiced at all sites and plants of Suzlon. However, owing to Covid-19 this timeline was affected.



306-2 Management of significant waste-related impacts

Suzlon has a process to identify risk and hazards associated with the production activities and capturing it in the Aspect-Impact Register with suitable control measures implemented. The system also has an integrated function of identifying and recording the impacts related to waste generation, waste management and the actions implemented for waste mitigation.

The hazardous waste generated, is sent to Govt. authorized waste recycling facilities after the due-diligence process of verifying the licenses, validity, facilities, hazardous waste management systems etc. The Company also conducts periodical, post-disposal inspections and maintains necessary documents as per regulatory requirements.

The processes used to collect and monitor waste-related data:

The process of handling hazardous waste includes segregation of the waste at source itself. The waste, after segregation, is stored in separate bins with proper labels. The waste is categorized and the bins are then moved to scrap yard and stored for the disposal purpose. The scrap yard has an earmarked area for storage of hazardous waste, with a category-wise storage facility. The secondary containment is provided to oil waste. The entire waste handling, managing, segregating, storing and transporting to the waste recycling agency is handled by trained and experienced HSE team only.

The waste management (generation, segregation and storage) is monitored on a weekly basis and necessary records are maintained. These records are reviewed by Management Information System (MIS) team on a monthly basis and verification / validation of the process is approved or advised to modify appropriately, if need be. The Company ensures the waste disposal procedure is in compliance with the specified regulatory requirements and time-frame is in adherence to the precautions as described in the Act.

306-3 Waste Generated

Waste generated at each sites/plant is stored in designated areas. Statutory/legal requirements are followed for dispose of generated waste.

Our waste generation (hazardous and non-hazardous) quantities for FY19, FY20 and FY21 are presented in the tables below:

Type of Waste	Waste Generated quantity			
	FY19 (metric tons)	FY20 (metric tons)	FY21 (metric tons)	Total (metric tons)
Non-hazardous waste	19246	17200	1103	37549
Hazardous waste	5116	1228	2102	8446
Total Waste generation	24362	18428	3205	45995



306-4 Waste diverted from disposal

Suzlon has identified the opportunities for recycle of the waste stream at all the facilities. The company takes efforts to avoid emissions arising from disposing off scrap of blades by sending it to co-processing facilities within India.

The energy recovery from disposal of these blades is used as fuel in cement kilns. The waste generation data is consolidated (Quarterly) by HSE team at each facility level in spread sheets (HSE MIS Sheets) and then compiled at corporate level for reporting purposes.

The hazardous waste is disposed offsite while some of the non-hazardous waste is reused onsite.

Quantities of diverted hazardous waste for FY19, FY20 and FY21 are presented in the tables below:

Diverted hazardous waste	FY19 (Metric Tons)	FY20 (Metric Tons)	FY21 (Metric Tons)	Total
Hazardous waste sent for Co-processing Offsite	554	155	55	764

306-5 Waste directed to disposal

Hazardous Waste directed to disposal Offsite	FY19 (metric tons)	FY20 (metric tons)	FY21 (metric tons)	Total
Incineration (with energy recovery)	554	155	*55	764
Incineration (without energy recovery)	4585	602	16367	21554

*The steep difference in the incineration is owing to external factors due to COVID-19. The waste management procedure was impacted due to:

- Non-availability of transportation due to COVID-19
- Govt. authorized waste co-processors were shut-down
- Some of the industries stopped accepting the waste as they were either under shut-down or their production level was low and therefore, low demand during lockdown period.

GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social 401 Employment

	Sustainable Development Goals
401-1 New employee hiring and employee turnover	8
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	8
401-3 Parental leave	8



At Suzlon, people are considered as the most precious and valuable asset of the organisation and the key to organizational growth. Suzlon's human resource practices and strategies are developed not only to attract and retain the best talent but also enhance their skill-set through training and education programs that yield higher productivity and boost their morale, which translates into a pool of gratified customer base.

We adopt the best in class practices during engagement with talent communities including universities and vocational schools and acquiring brightest and the best candidates. In order to practice the values across the organization and to increase awareness about the values, the leadership collaborates with all employees at regular intervals. This process helps turning values into actions within their respective functions, turning it to be a way of life.

Our programs like 'Connect', 'Dialogue for Change', 'WindChimes', 'Die-Hard Suzlonians' and 'Employee Engagement Surveys' empower employees, help us understand their needs to design employee development programs and support them in achieving professional excellence.

Suzlon conducts these programs every quarter with an objective to update the employees about the organization and industry trends, to connect with employees at different locations enhance cohesiveness, inculcate Company's vision & mission and provide an opportunity to interact with the leaders and learn from them. These programs also provide a platform for them to raise their queries and resolve them.

The programs are conducted in both modes – in-person and virtual. The post-event recording of the programs is shared with all and the newsletter 'WindChimes' is sent to all employees and also physical copies are made available at the company premises and offices.

The employee engagement surveys help us identify the areas for improvement on employee engagement and learning needs of our team. These initiatives are undertaken across organization and make positive impact in terms of enhanced sense of belongingness and retention.

Providing safe and healthy workplaces for the employees is the top priority at Suzlon. We have clear employment policy and the company focuses on the varied phases and stages of the employee life-cycle i.e. from recruitment to on boarding to skill enhancement to development and so on. This continues till the final departure. Suzlon offers opportunities for career development to ensure engagement, respect and recognition at all times.



Suzlon encourages employees including contract staff to participate in all the CSR activities. This creates a sense of social commitment and provides an opportunity to employees to use their skills and resources in community activities as well. Employee participation in CSR activities has increased over the years.

Suzlon Human Resource Excellence (SHRE) is a holistic HR excellence model that thrives on the Company's Human Resource (HR) strategy. With the objective of motivating workforce for continuous improvement, this model combines employees' excellence in performance with rewards and recognition. SHRE provides a platform to measure, access and analyse workforce performance on predefined criteria resulting in constant improvement in Suzlon Human Resource. Benchmarking best practices and internal learning helps to elevate the overall standard of HR functioning.

Some of the outstanding HR practices at Suzlon include:

- Hiring Graduate Engineer Trainees (GETs) and Management Trainees (MTs) from premiere institutes to groom them as next generation of leaders
- Any Organizational / Employment (Transfer etc.) changes are announced well in advance
- Introduction of recognition program called – “Suzlon Appreciates” to promote cross departmental employee appreciation
- Intranet facility for employees to view:
 - Accurate & updated employee data
 - Enabling employees to feel involved and empowered

401-1 New employee hiring and employee turnover

Employee selection process

At Suzlon, the process of acquiring talent includes focus on attributes and values rather than just functional capabilities and technical skills and seek people who are self-directed and exhibit Suzlon values such as Agility, Creativity, Commitment, Integrity with an intent to add value

Recruitment is done jointly by HR and the respective function. HR, being one of the key custodians of Culture, serves the purpose by assessing candidates on their behaviour and attitudes while the respective department managers assess functional skills.

Growth Initiative For Talented Suzlonians - GIFTS

This initiative works as an umbrella framework under which various growth initiatives are covered e.g.

- Internal Job Postings
- Succession Planning
- Individual Development Plan
- Evolve (Leadership Coaching)
- Career Progression



Employee distribution by gender and age:

Employee distribution	Age Groups	FY19	FY19	Total FY19	FY20	FY20	Total FY20	FY21	FY21	Total FY21
		Men	Women		Men	Women		Men	Women	
New Hire	Under 30	950	23	973	684	18	702	571	2	573
	30 to 50	267	8	275	108	9	117	162	10	172
	Above 50	14	0	14	7	0	7	17	0	17
Resigned	Under 30	851	21	872	978	29	1007	419	5	424
	30 to 50	711	17	728	1004	42	1046	323	15	338
	Above 50	28	1	29	91	4	95	33	0	33
Total employees		6426	182	6608	5331	149	5480	5176	139	5315
New Hire rate (%)		19	17	19	15	18	15	14	9	14
Turn-over rate (%)		25	21	25	39	50	39	15	14	15

Turnover % = No. of Employees Left during the period / Average Employees during the period * 100

Employee Distribution by grade

Employee distribution	FY19	FY19	FY20	FY20	FY21	FY21
	Men	Women	Men	Women	Men	Women
Senior Management	132	5	108	3	96	4
Middle Management	1362	77	1140	72	1102	69
Junior Management	4932	100	4083	74	3978	66
Total	6426	182	5331	149	5176	139

The senior management team includes employees in the grades General Manager (GM) and above. They are responsible for preparing strategic plans and policies for the organization which helps in driving business performance.

The middle management includes employees in the grades Assistant Managers (AM) to Deputy General Managers (DGM). These teams are responsible for executing the plans of the organization laid down by Senior Management. These are majorly supervisory roles.

The junior management includes employees in the grades Senior Executive / Senior Engineers and below. These teams are responsible for carrying out the assigned task and majorly work on the shop floor or are in direct contact with the product.

401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees

List of Benefits provided

- i. Mediclaim Insurance to self and family
- ii. Accidental Insurance to self
- iii. Term Life Insurance to self
- iv. Performance Linked Incentive
- v. Wedding Gift
- vi. Child Education Support
- vii. Child Education Award

- viii. Employee Education Award
- ix. Annual Health Check up
- x. Emergency Loan Policy
- xi. Employee Appreciation policy
- xii. Leave and Holiday Policy

Suzlon strongly believes in nurturing and enriching its Human Capital. To grow and survive in complex competitive global economy, Suzlon aims to establish competitive and performance based remuneration, benefit system. Total remuneration also includes a host of benefits that protect and expand the lifestyle of employees and their families. In addition to direct compensation, as a part of welfare policies, the employees are eligible for Parental Leave, Child leave Adoption and similar others.

401-3 Parental leave

Parental leave	FY19		FY20		FY21	
	Men	Women	Men	Women	Men	Women
Employees entitled to parental leave	3074	199	2494	209	2550	142
Employees availed parental leave	290	11	235	7	177	6
Employees returned to work after parental leave ended	290	11	235	7	177	6
Employees who returned to work after parental leave ended and continued their employment	186	6	163	6	164	5
Return to work and retention rates of employees that took parental leave	64%	55%	69%	86%	93%	83%

Retention Rate = (Number of employees who availed parental leave and continued their employment / Total number of employees who availed parental leave during a specific period of time) *100

6.3 Social

403 – Occupational and Health Safety

	Sustainable Development Goals	UN Global Compact Principles
403-1 Occupational health and safety management system	3, 8	1, 2, 3
403-2 Hazard identification, risk assessment and incident investigation	3, 8	1, 2, 3
403-3 Occupational health services	3, 8	1, 2, 3
403-5 Worker training on occupational health and safety	3, 8	1, 2, 3
403-6 Promotion of worker health	3, 8	1, 2, 3
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3, 8	1, 2, 3
403-8 Workers covered by an occupational health and safety management system	3, 8	1, 2, 3



Suzlon, with wide experience and state-of-the-art technologies for past two decades safeguards the availability of over 9,500+ WTGs ensuring reliability and safety, spanned through 18 countries across 6 continents. Over the years, Suzlon has carved a niche for providing high performing turbine even in critically challenging terrains and climatic extremities. Suzlon addressed the adverse situations with innovative solutions and enhanced safety and security requirements that called for technology-driven solutions. This posed Suzlon as a trusted and preferred custodian of customers' assets for wind turbines throughout its life.

Safety, Health and Wellness of the employees at Suzlon is interwoven into its business philosophy and embedded as one of the core values of the Company. Suzlon has robust adherence procedures to Quality, Health, Safety and Environment (QHSE) process and externally validated assessment standards under ISO 9001, 14001, 27001, OHSAS 18001, which is a testament to our superior performance and industry benchmarks. Over and above this, the company is also committed to SDGs and strives to integrate UNGC principles and map its performance against GRI standards. We ensure that both employees and contractors adhere to good safety practices and procedures continuously. The Company has exceptional and customized systems of implementing and maintaining health and safety improvements on a continual basis organization-wide, including monitoring and verification through internal methods.

HSE related inspections and audits are regularly carried out for site waste management and employees, including 1) Permanent Employees 2) Permanent Women Employees 3) Casual / Temporary / Contractual Employees 4) Persons with disabilities (PwDs).

Health, safety, and skill upgradation of employees is of significant importance at Suzlon. To create a safe workplace, the Company strongly emphasizes on training programmes that cater to these specific development needs and maintains a practice of covering new recruits and all employees on the sites, including OMS under training at regular intervals. Suzlon ensures 100% employee participation in the safety and mock fire drills. However, for safety reasons PwDs are not employed for critical jobs.

All employees are mandated to undergo pre-employment check-up. Panel doctors visit the company regularly for on-site medical care. Apart from this, the Company also has tie-ups with hospitals, Occupational Health Centers (OHCs) and clinics. The Company has its Disaster Management Plan and Material Safety Data Sheet (MSDS) certified by respective regulatory authorities.

In FY21, some areas of excellence for QHSE are:

- The ISO 9001:2015 re-certifications for Quality Management Systems (QMS) and ISO 14001:2015 for Environmental Management Systems (EMS) were renewed across Suzlon locations including Manufacturing, Projects, Services, Wind Resources, Power Evacuation, Design Technology offices in India, the Netherlands and Germany.
- Suzlon also completed the transition to ISO 45001: 2018 certification for Occupational Health and Safety (OH&S).

Suzlon Group is one of the largest organisations in India which has a DNV Certification for ISO 9001:2015 for Quality, ISO 14001:2015 for Environment and ISO 45001:2018 for Health & Safety under a single umbrella concept. This covers the Supply Chain and Wind farms including support services.



403-1 Occupational health and safety management system

At Suzlon, safety is interlinked with core values and has been specified as top priority. Suzlon ensures safe workplace to all directly or indirectly connected with the operations. In order to achieve world-class safety practices, Suzlon has sound policy and procedures that ensure safety culture across the group. The safety culture is driven by its HSE Policy and a solemn pledge for adherence to the rules, guidelines and procedures, statutory or otherwise. Conformance to occupational health, safety norms at all our operations for all employees (permanent/ contract) is considered a top priority. This pledge also accentuates the need for forward-looking and systematic approach to occupational health.

With this theme, the company is aiming to provide best-in-class preventative and curative treatment to its employees and their families, to its contract workers and the larger community nearby its wind farm sites to ensure a healthy workforce and the society.

At Suzlon, compliance is considered of high importance. The company is steadfast in creating a positive environment in the areas it operates and also enjoys the respect and trust of its stakeholders. The Company has not engaged itself in any practices of unfair trade, irresponsible advertising, anti-competitive behaviour during the reporting period and no such on-going new cases or litigations are pending to this effect.

Suzlon complies with all its regulatory requirements in addition to the international standards and guidelines and also HSE related compliances are embedded in the risk mitigation strategy.

Suzlon strives to provide a safe, healthy, congenial and supportive working environment for its employees. The company has drawn up the Health Policy for its workforce based on the objective 'The prevention of diseases and maintenance of the highest degree of physical, mental and social well-being of employees'. The Core Health team set up by Suzlon, comprising of 2 senior



specialist doctors and 12 medical officers, plans monitors and maintains preventive and curative health plans for its employees and their families. This team also assesses the potential risks in the work environment and develops and deploys, protective and preventive guidelines thus eliminating or minimizing the occupational accidents and work related health issues.

403-2 Hazard identification, risk assessment and incident investigation

Suzlon firmly believes that a healthy workforce is the most significant contributor for the business growth and sustainable development. All work stations across the organization comply with Indian and International standards for conducive work environment and are equipped with adequate lighting, ventilation and effective controls on noise and dust. All the units have or are connected with occupational health centres / hospitals with medical staff to monitor and provide immediate relief when needed. Suzlon has a well-structured system of maintaining a team of sufficient first aiders. The team is also trained for various safety measures such as assessing potential risks at the work place and developing a work hazard protection and prevention guidelines. These guidelines are developed in collaboration with QHES (Quality, Health, Safety and Environment) department. The process of developing guidelines includes but not limited to:

Suzlon maintains the list of.

- Various departments in manufacturing, wind farms, offices and the activities that are carried out, identifying whether the activities involve any physical, chemical, mechanical and biological risks.
- Potential concerns of risk exposure vis-a-vis existing control and prevention mechanisms.
- Risk grade based on its significance to high, medium or low risks and an action plan as per the results of the risk.

Suzlon follows Hazard Identification, Risk and Opportunity (HIRAO) method for evaluating and managing hazards and associated risks. This procedure is available to all involved in routine and non-routine work activities. The review of risk mitigation process is scheduled annually and is revised if required. Apart from this, HSE audits are conducted to reduce work related reportable / non-reportable accidents.

This process helps the company not only identify the type and frequency of risks but also guides on the actions to be taken to avert and mitigate them. While the pre-placement medical check-up is mandatory, the regular employees, including contract employees are required to undergo periodic health check-up.

Apart from the above, the company has also developed guidelines for risks related to epidemic control for infectious pandemic like Covid-19, undertakes extensive health related measures as per guidelines and also adheres to the statutory procedures declared from time to time.

Response to COVID-19

During the pandemic, the Company extended all support possible to the employees, their families, the communities where it operates and the society at large and helped them getting updated with the latest information through a surveillance system set up, besides the necessary help to combat the pandemic. The surveillance team ensured communication on updates about company's initiatives in a prescribed format and also about the Government's regulations from time to time. Suzlon's primary focus was to stand by the families who have lost their loved ones and breadwinner in the family, apart from other support during the challenging times.

For those employees who have lost their battle of life, Suzlon ensured the continuation of their families' livelihood, children's education, and healthcare and also provided employment opportunities for the family members to lead a dignified life. The Company, apart from the benefits as per statutory compliance, offered non-statutory assistance such as Group Team Life Insurance, Group Mediclaim policies etc.

The Company has, in addition to the above, planned to provide to the families of Suzlonians who are deceased due to COVID-19 since the beginning of the pandemic:

- Medical insurance for dependent parents or spouse and two children up to the age of 21 years for the next 10 years.

- Sponsorship of children's education up to two children -
 - Up to INR 75 thousand per child per annum up to 12th standard
 - Up to INR 3.5 lacs per child per annum up to graduation

A new COVID-19 Term Cover Insurance scheme initiated for existing and new employees which will be applicable to all COVID-19 related casualties of Suzlon employees.

The Company has planned to set up a SuzCovid Fund which will be created by voluntary employee contribution of one day's salary by Suzlon employees. The company will add up amount equivalent to the amount of employee contribution. This fund will be primarily used for supporting the families of employees who we have lost their lives to COVID-19. All surplus funds earmarked for this cause will continue to be used for our on-going support to employees affected by COVID-19.

The Company understands that these initiatives are not enough to compensate the colossal loss of human life. However, this is one small way whereby we can extend our support of standing by our Suzlon families in their time of need. The lesson from this pandemic we all have learnt is that the greatest strength lies in standing together and standing strong in times like these.



403-3 Occupational Health Services

Hazard and risk assessment is practiced for Suzlon group of companies through HIRAO (Hazard Identification, Risk and Opportunity) which are directly linked to its operation and product services. The Company treats all its employees, including those other than employees at par when it comes to Occupational Health benefits. The Company has set up following facilities to tackle Occupational Health related issues:

- Provision of community primary health clinic
- Health camps, including conducting health awareness session
- Welfare facilities such as-
 - Safe drinking water;
 - Emergency equipments;
 - First Aid facility for all;
 - Personal protective equipment as per job roles;
 - Safety training.

The Company has, at each location formed Safety Committee, that has management and workers representation. The details of such committee are displayed conspicuously in the premises with contact information of all representatives. The committee meetings are held at regular intervals, wherein the concerns of the employees are addressed, discussed and resolved. Also, along with the areas for improvement training needs are identified and sessions are scheduled accordingly. The First Aid boxes, tool boxes, fire hydrants, etc. are regularly checked and maintained with appropriate documentation.

Apart from these, the Company regularly organizes periodic health check-ups, health promotional programs such as eye check-up camps, dental check, awareness lectures on diabetes, obesity pain relief, etc.

403-5 Worker training on occupational health and safety

Different training modules are designed on Occupational Health & Safety by HSE department. Trainings are imparted by HSE representative at all plant, projects sites & OMS sites. In addition to this, Suzlon's Global Learning and Development- GLD team also conducts HSE related sessions on specific topics.

Suzlon has training facility at Satara certified by GWO (Global Wind Organization) We are conducting trainings for Work at Height, Fire Fighting, Manual Handling and First Aid.

	FY19	FY20	FY21
Avg. hours for all Health & Safety Environment trainings (Includes Men, Women, On Roll & contract employees)	4.8 hrs.	5.74 hrs.	5.28 hrs.
Total number of people covered under HSE induction training for Permanent employees	599	682	379



403- 6 Promotion of worker health

403- 7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

403-8 Workers covered by an occupational health and safety management system

Suzlon subscribes to the WHO's definition of health as:

“...as a state of complete, physical, mental and social well-being and not merely absence of disease or infirmity.”

Hazard and risk assessment is practiced for Suzlon group of companies through HIARO (Hazard Identification, Risk and Opportunity) which are directly linked to its operation, product services.

Promotion for Workers health is practiced through occupational health policy (pre- employment, periodic health checkups). Different health promotional programs are carried out at Suzlon (Eye checkup, dental check, Cholesterol management different awareness lecture on obesity, pain relief, etc.) for prevention of occupational disease.

Suzlon has Occupational Health and Safety Management System standard of OHSAS 18001:2007 for maintaining a high standard of employee health and safety.

GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social 404 Training and Education

	Sustainable Development Goals
404-1 Average hours of training per year per employee	8
404-2 Programs for upgrading employee skills and transition assistance programs	8
404-3 Percentage of employees receiving regular performance and career development reviews	8



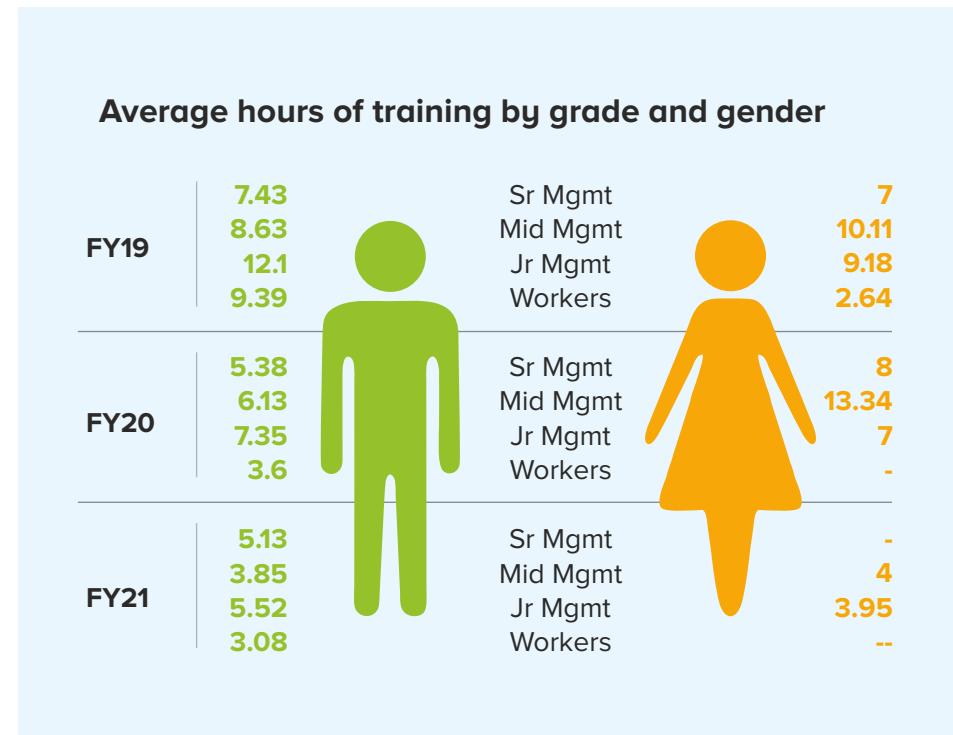
It is a reality that a committed and knowledgeable workforce is a backbone of any successful organization. Suzlon, despite facing existential challenges, is standing tall because of its pool of hardworking and dedicated employees and associates. In the pursuit of attracting and retaining the best talent, Suzlon has a clearly articulated objective and processes of offering training and development opportunities and good long-term career prospects. We ensure that all employees get oriented with Suzlon culture and speak the common vocabulary, ensuring the seamless integration in the company right from the entry level. We seek to enhance professional development of high potential and managerial staff through our regular career management sessions. This helps filling key positions from within the organization at all our locations with qualified specialists.

Our Human Resource Wing assesses and determines necessary skill sets on an annual basis in sync with our corporate and locational strategies. A favourable environment for the employees is created through appropriate training programs to realize their full potential and grow in their career paths. We, in adherence of our policy, stand by our commitment of non-discrimination and recruit solely based on merit and offer equal opportunities. The career growth is purely based on individual excellence.

Training and skill development is driven by our business needs for strategic decisions that need to meet the changing and challenging demands of business for which, skill development of our workforce is critical for continuity of the business. In view of ensuring business relevance and value of learning offered, we invest efforts to closely align learning and development with business priorities. Our training and development process involves designing, implementing and reviewing the learning agenda, which is responsible for overall skill development. The process also includes review of progress and documenting it. Our employee selection process for training is in strict adherence of our policy of non-discrimination.

404-1 Average hours of training per year per employee

Average hours of training that the employees have undertaken during the reporting period, by grade and gender:



404-2 Programs for upgrading employee skills and transition assistance programs

There were two main categories of training held in the three year period, Functional (50850 person- days) & Behavioral (4939 person- days).

Functional Trainings

- NEEV
- NEEV Lateral
- GURUKUL
- Other Functional Trainings – WTG Related, System Related, Excel, PPT, SAP etc.

Functional Competencies - Duties and responsibilities assumed by employees are based on the job complexity, level of responsibility and the seniority in the occupational role. An average of three to five functional competencies are assigned to a given job.

Nurturing Excellence and Enriching Values (NEEV) and NEEV Lateral - This is a training in which all the fresh engineers are taken on board via campus interviews and then are trained for 1 month (approx.) to impart knowledge of Suzlon WTGs. Then they are sent to their respective sites.

- NEEV for New Hires –11629 person-Days in the reporting period
- NEEV Lateral for lateral hires – 4669 person - Days in the reporting period

Gurukul – This is a 21 days training for employees, who have completed six months of employment with Suzlon

- Gurukul for existing employees –9807 person-Days in the reporting period

Other functional training - This training is to continuously support the employee in enhancing their project implementation skills. These trainings are WTG related, system related, software related like excel, PPT, SAP etc.

- Other functional trainings-24745 person -Days in the reporting period

Behavioral Trainings

- Leadership Development
- Managerial Development
- Cultural Development

Behavioral Competency – Suzlon, apart from functional and technical skill enhancement training, also offers behavioral and attitudinal trainings that help the employees sharpen their attributes and personality traits.

- Leadership Development: 419 person-Days in the reporting period
- Managerial Development: 3883 person-Days in the reporting period
- Culture Building: 637 person-Days in the reporting period

One person-day = 8 hours.

404-3 Percentage of employees receiving regular performance and career development reviews

Suzlon has a practice of covering 100% of its employees under regular performance and career development review. However, those employees who were provided with transition assistance to facilitate continued employability and management of career endings due to retirement or termination of employees were not covered under this review.

GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social 405 Diversity and Equal Opportunity

	Sustainable Development Goals	UN Global Compact Principles
405-1 Diversity of governance bodies and employees		
405-2 Ratio of basic salary and remuneration of women to men	5, 8, 10	1



Diversity and equal opportunity has already been on Suzlon's agenda for a few years now and the drive is growing in this space constantly and significantly.

Suzlon constantly keeps the principles of diversity and equal opportunity as envisaged in sharp focus. Our policy is implemented from the recruitment phase and at all stages of the occupational life of employees covering training, assessment, promotion and pay parity.

We have made our system transparent and visible, whereby the Company has successfully created the workforce with high efficiency professionals, which is an asset to Suzlon. Our HR wing continuously ensures that no deviation takes place from our policy.

Suzlon adheres to its zero-tolerance policy for any form of discrimination on the basis of age, caste, region, language, gender, marital status or disability among our employees.

We are rightfully proud to declare that it has embedded diversity at the very core of the value system of the Company and its execution has vastly benefitted from the wide spectrum of skillsets.



405-1 Diversity of governance bodies and employees

Board of Directors - above 50 yrs. of age	FY19	FY20	FY21
Men	11	10	9
Women	2	3	1

1. Suzlon has embarked its journey to enhance the gender diversity by creating exciting career opportunities across the globe for prospective women candidates.
2. Crèche @ One Earth: Little Earth (only in FY20 ("as it was temporarily closed due to COVID pandemic")):
 - a. Little Earth, is a state-of-the-art on-site Child Care Center in our One Earth Campus at Pune. It is indeed a matter of pride that this facility was set up from scratch in less than 2 months
 - b. This is an initiative to support our commitment to gender diversity and work-life balance. Accommodating children in the age group of 6 months to 6 years, this facility provides our employees a hassle-free experience and reduces the stress and uncertainty about their children's well-being
 - c. This initiative aligns with our strong belief in diversity and gender inclusivity at Suzlon
 - d. Various festivals / special occasions are celebrated in "Little Earth"

Diversity by Gender (Employees):

Diversity by Gender	FY19	FY20	FY21
Men	97%	97%	97%
Women	3%	3%	3%

Region: India	FY19		FY20		FY21	
Employee Type	Men	Women	Men	Women	Men	Women
Permanent Employee	6426	182	5331	149	5176	139
Workers who are not employees	32	19	25	16	31	22

Diversity by age group:

Age Group	FY19		FY20		FY21	
	Men	Women	Men	Women	Men	Women
Under 30	44%	45%	42%	39%	41%	39%
30 to 50	52%	51%	53%	56%	54%	56%
Above 50	4%	4%	5%	5%	5%	5%

405-2 Ratio of basic salary and remuneration of women to men

Fixed Cost to The Company (FCTC) Ratio	FY19		FY20		FY21	
	Women	Men	Women	Men	Women	Men
Senior Management	0.03	1.00	0.02	1.00	0.02	1.00
Middle Management	0.05	1.00	0.06	1.00	0.06	1.00
Lower Management	0.03	1.00	0.02	1.00	0.05	1.00
Overall	0.04	1.00	0.04	1.00	0.04	1.00



6.3 Social 406 Non-Discrimination

406 – 1 Incidents of discrimination and corrective actions taken



Suzlon's professional management policy is designed to ensure an ideal working environment for all of our employees to work without fear or favour. We actively practise non-discrimination which is an integral part of our principle of equality. We critically review every managerial action for its potential unlawful or unfavourable discriminatory effect on our employees and groups of employees on the basis of their gender, region, religion, language and social status to ensure zero tolerance of discrimination.

Suzlon recognizes the importance of protection against sexual harassment and the right to work with dignity which are also universally recognized human rights by international conventions such as the Convention on the Elimination of all forms of Discrimination against Women (CEDAW), which has been ratified on 25 June 1993 by the Government of India

406 – 1 Incidents of discrimination and corrective actions taken

No cases of discrimination have been filed against Suzlon. We have an Ethics Committee comprising of Mr. Ashwani Kumar, Chief Executive Officer, Mr. Swapnil Jain, Chief Financial Officer and Mr. V. R. Tanti, Chief Operating Officer, Suzlon Group, to address all issues related to any form of discrimination to effectively handle cases of harassment – general or sexual (based on recommendation of the Internal Complaints Committee constituted under The Sexual Harassment Of Women At Workplace – Prevention, Prohibition and Redressal – act 2013 by the government of India), impropriety, abuse, misconduct or any wrong doings which is not in line with Suzlon's Code of Conduct.

Suzlon ensures Equal Opportunity of growth and development across the board without discrimination through adherence to its policy its policy commitment.



GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social

407 Freedom of Association and Collective Bargaining

	Sustainable Development Goals	UN Global Compact Principles
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	8, 16	3



Suzlon apart from strictly complying with all legal requirements conforms to the spirit of fundamental right guaranteed under the constitution and follows the principle of Freedom of Association and Collective Bargain of Internationally proclaimed United Nations Guiding Principles of Human Rights.

407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

Our employees are free to engage in collective bargaining for their compensation and work benefit packages. Realizing the value of collective bargaining in the avoidance of industrial disputes we proactively engage in transparent conversation with our employees thus creating a congenial milieu for negotiations.

- Affiliations with external unions, if any and how many – There is only one Union namely Satara Zilla Mazdoor Sangh which is affiliated to Bhartiya Mazdoor Sangh.
- Process for communicating union settlement in local language and advising employees of their rights and remedies as per applicable laws.

The process of wage settlement is stated below:

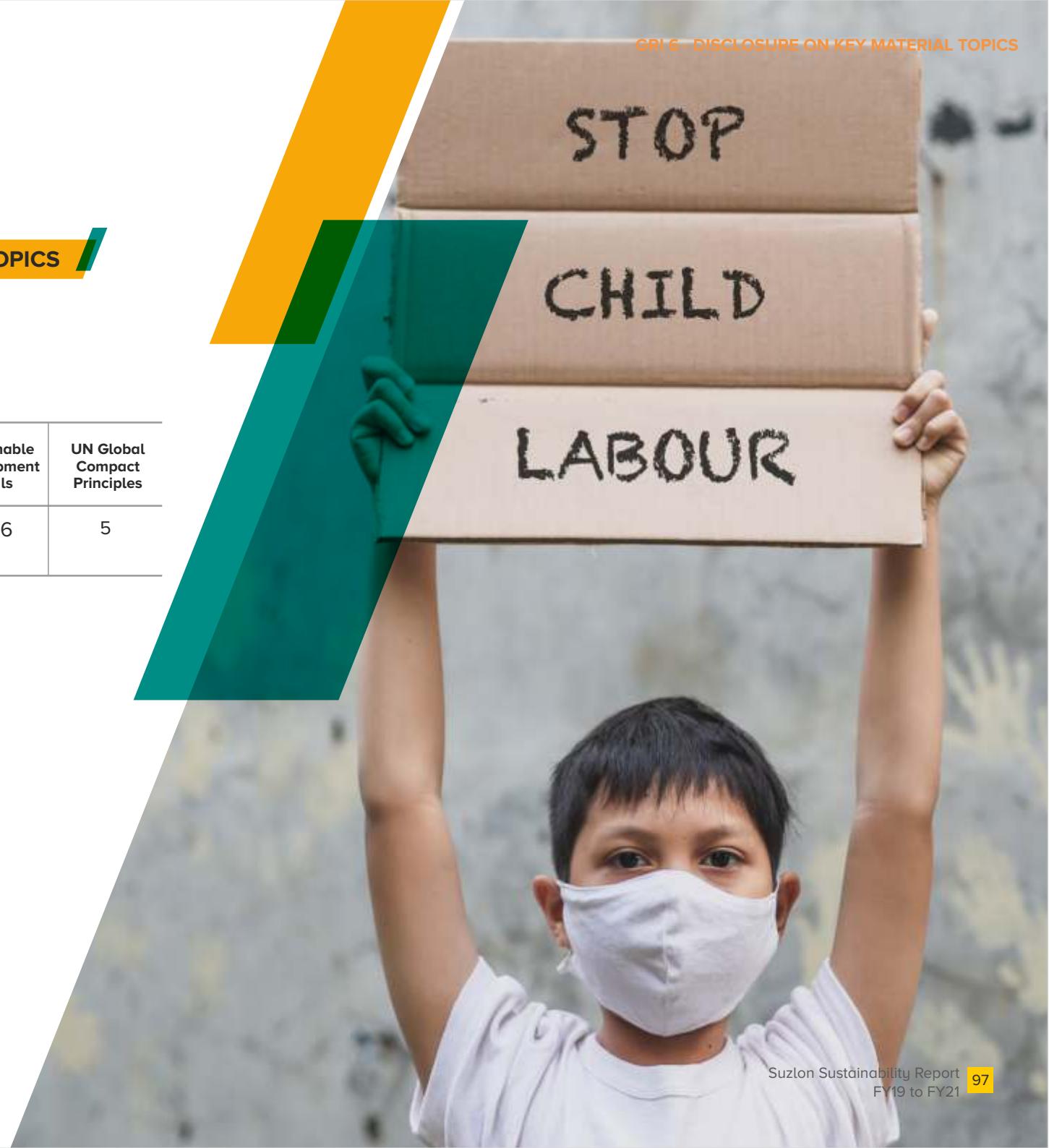
- Wage settlements normally happen for a period of 3 years.
- Union submits a Charter of demand after the end of settlement period.
- Thereafter, negotiation process starts by holding formal meetings with the union where Union and management representatives participate.
- The Charter of demand is discussed clause by clause and management response is provided to the Union.
- Then management expectation document is also shared with the Union. This document briefs the Union about the business scenario and outlines what management expects from the Union in terms of performance and other issues.
- Thereafter, several meetings happen to negotiate the terms of settlement. Record of the proceedings of each meeting are maintained in the form of Minutes of meetings.
- Once, consensus is reached, a memorandum of settlement is signed between the management and the Union.



GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social 408 Child Labour

	Sustainable Development Goals	UN Global Compact Principles
408-1 Operations and suppliers at significant risk for incidents of child labour	4, 16	5



408-1 Operations and suppliers at significant risk for incidents of child labour

Abolition of child labour has been the top target of all national and international agencies and is agenda of UNGC. India has ratified UN conventions and has passed strict Acts and Rules Prohibiting child labour. In total conformity with the letter and spirit of all applicable rules and acts, Suzlon has at the very front end of its employment engagement does not recruit children below the age of 18.

Suzlon Recruitment and Selection Policy clearly states the objectives which mention that we will recruit appropriate to the requirements of the role. We are an equal opportunities employer and will recruit based on authorized vacancies; merit and role-fitment will be the primary criteria. We do not engage child labour; hence all our recruits are above the age of 18 years.

There are no risks of incidents of child labor and young workers exposed to hazardous work since we do not engage child labour.



GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social

409 Forced or Compulsory Labour

-
- 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour
-



Suzlon, strictly adheres to its policy of having no child labour and no forced labour. We have been maintaining a unique approach to respecting human rights responsibly as set out by the UNGC principles. All our business associates and stakeholders are communicated with this expectation, Through our Social Due Diligence Process and supplier screening, we work to end forced labour, modern slavery and child labour as part of being socially responsible company in the energy industry.

Our contractors, security personnel and other stakeholders have been trained to ensure no underage workers enter the plant premises and are provided strict instructions that prohibit them from employing underage workers under the compliance of regulatory rules and requirements.

Suzlon's Policy on Human Trafficking aims to affirm the position of Suzlon against any form or manner of slavery, servitude, forced labour, human trafficking, sexual exploitation, child labour, physically abusive disciplinary practices or any similar manner of victimization of the Company, its employees or its agents or any third party with which the Company has any dealings or business relation. This policy is consistent with the Company's Code of Ethics and Business Conduct and its core values to protect and advance human dignity and human rights.



409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour

Suzlon does not have any operations requiring employing underage or compulsory labour. For any operations or processes, the only exceptions to the 18 years age bar are only for those, who are part of government approved apprenticeship schemes. All our employees and security personnel are required to undergo periodic training.

No incidence of compulsory or forced labour has been recorded during the reporting period.

The Company expects from all its employees to observe all applicable laws and conduct business in an ethical and responsible manner. In order to prevent people being treated as commodities and maintaining human dignity, the Company is committed to maintain the transparency in its business practices and working conditions.

The Company ensures that its hiring and remunerative practices are continually compliant with the relevant legislative requirements.

The Company has zero tolerance towards slavery and human trafficking and the Company does not support, deal with or partner with any such business knowingly involved in human trafficking.

The Company shall terminate its relationship with any employee or business found in breach of this policy statement.

GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social

411 Rights of Indigenous people

-
- 411-1 Incidents of violations involving rights of indigenous peoples
-



411-1 Incidents of violations involving rights of indigenous peoples

We embrace inclusion of indigenous people in our workforce and seek to ensure that all of our operations follow stringent policy norms for advocating and empowering indigenous people and encourage business across our supply chain to adopt a similar commitment to sustainability. In order to stand by our commitment and to fulfil our purpose, we have advanced our thinking and integrated our partnerships with the communities where we operate and contribute to the society and the environment with more gravity. We strongly believe in replenishing the resources through our CSR and sustainability initiatives, including communities and the society at large.

We are also committed to ensuring that we follow the principles of Free, Prior, Informed Consent (FPIC) in communities that consist of populations of indigenous peoples.

We invest all required efforts to ensure seamless relationships with our stakeholders, including local community and indigenous people and address their issues and concerns. We enjoy a smooth and even relationship.

We also have robust grievance redressal mechanisms to resolve disputes, if any related to land use, customary rights of local communities and indigenous people.

During the reporting period, no incidence of violating rights of indigenous people has taken place.



GRI 6 - DISCLOSURE ON KEY MATERIAL TOPICS

6.3 Social

413 Local Communities

	Sustainable Development Goals
413-1 Operations with local community engagement, impact assessments, and development programs	1, 2, 4, 5, 10, 11
413-2 Operations with significant actual and potential negative impacts on local communities	1, 2, 4, 5, 10, 11



Suzlon explores innovative and newer ways for sustainable development for creating long term value and develops projects for the community in which it operates and transcends its sustainability footprints beyond regulatory compliances. Through this approach, we have not only been able to maintain our licence to operate but also built and enhanced trust level between the company and the local community, including migratory communities. Our stakeholder engagement processes include baseline diligence, through which, we identify the areas of concern and also the areas that would benefit the community from our interventions.

We have developed an in-house CSR model “SUZTAIN”, which is based on the objective of achieving measurable, impactful and self-sustaining activities. The SUZTAIN CSR model evolved from a provider-beneficiary to a partnership approach. It considers all the key stakeholders to plan, implement, monitor and support village level sustainable development interventions with the aim of supporting rural and underprivileged communities to become self-reliant.

Our projects are implemented in complete tandem with community organizations and local government bodies for developing strategies to carry out programs that help us develop ambitious, long-term, mid-term and short-term initiatives. For securing the success of these programs, we have set clear mandates for each initiative to ensure successful closure of the program.

We also use our policies and sustainability framework for guidance and progression. Our Section 8 Company, Suzlon Foundation, is led by a senior business leader, including CSR Heads and executives from all business units. We conduct an all team meet at both – online and in-person at regular intervals to review the performance, spends and outcome of CSR initiatives across Suzlon Group. Our CSR team is governed by our CSR policy and related sustainability framework. The Board CSR Committee is comprising of senior Independent Directors, which apart from strategically guiding the team, also approves CSR projects, plans, budget and reviews the progress of projects. The CSR team is responsible for governance, synergy and cross-learning across Suzlon Group.

413-1 Operations with local community engagement, impact assessments, and development programs

Below is the scorecard of last three financial years:

CSR details	FY19	FY20	FY21
Number of villages reached all over India	800	800	529

Suzlon undertakes multiple CSR initiatives through its Section 8 Company, ‘Suzlon Foundation’. However, the third party social impact assessment has not been carried out during the reporting period.

Environment

We at Suzlon are aware of the potential effects of our wind mill operations on the bird species and are sensitive to the problem. Consequently, we have designed and deployed viable mitigation measures in addition to the precautionary measures suggested by preoperational studies of bird migration patterns and normal bird flights in the locales.

Under the Zero Sparrow Deaths programme, we have installed bird conservation units like nests, water troughs and bird feeders to enhance the bird population.

Under the Save the Sparrow campaign, several stakeholders were brought together on a common platform for coordinated bird conservation activities and a pragmatic methodology was established.

Suzlon, being the leader in the renewable energy sector is committed to a decarbonized economy. Realizing the role of trees as sinks for carbon, we have developed an active sustainable tree plantation program in all our sites. Best plant science practices are followed in the choice of tree species to ensure biodiversity. Attention was also given to other useful aspects of trees such as fruit, fodder, horticulture, and agro forestry for positive impacts on the livelihood and

health of the community. The success of the tree plantation program critically depends on the survival of the saplings and owing to careful monitoring by skilled caretakers we have achieved a survival rate of 60%.

Environment Initiative	FY19	FY20	FY21
No. of Trees planted	85859	34601	14702
Trees Species diversity	51	59	54
Water conserved (Cubic Meter)	455510	250993	83532
Plastic waste recycle (Kg)	5247	4494	422

Conservation of water and soil moisture in drought prone areas is critical and Suzlon has a carefully planned water management program at all its locations.

We have a remarkable waste management practice put to practical use namely the Suz-HOOK which brought a fundamental behavioural change in the rural households under the Zero Garbage scheme. Collection and recycling of plastics received a new fillip. We also facilitated the participation of neighbourhood business units and villages in national programs like Clean India drives for plastic-free and clean villages.

Suzlon looked at the technical feasibility of utilizing biogas as an energy source in villages. We collaborated with the New and Renewable Development Corporation of Andhra Pradesh. 89 Biogas plants were operationalized in FY19 and another 38 were added in FY20.

Empowerment

Suzlon has consistently worked towards empowering rural women to make them financially and socially independent. This initiative is taken to improve their participation and involvement in the development of their families and villages. Women from SHGs worked on the mantra 'No credit without savings' and thus generated common funds with regular contributions from each member. This resulted in the availability of loans without tangible collateral and a significant reduction in the transaction cost of borrowing.

'Zero Dependency' program provides specially abled persons with mobility devices like tricycles, walkers, wheelchairs and calipers. Also, we supported establishing petty shops and fruit shops along with market linkages. Some specially abled persons were linked to government schemes or to other agencies to get treatment or pension support or to receive a shelter.

Empowerment Initiative	FY19	FY20	FY21
Village development Committees (VDC)	553	553	500
Meetings held	5179	726	707
VDC reached stage 4 (micro enterprises)	20	42	46
Self Help Groups (SHGs)	44	138	130
Specially abled people supported	749	103	48

Seven Stages of VDC

- Stage 1 VDC formed
- Stage 2 VDC participates in planning, implementing and contributing cash
- Stage 3 VDC participates in monitoring
- Stage 4 VDC has an independent income generating program of its own (Social business)
- Stage 5 VDC does independent planning, implementation and monitoring using provided funds
- Stage 6 VDC does all activities independently operationally and financially
- Stage 7 VDC implementing development actions in non Suzlon neighbourhood villages as an implementing agency



Health

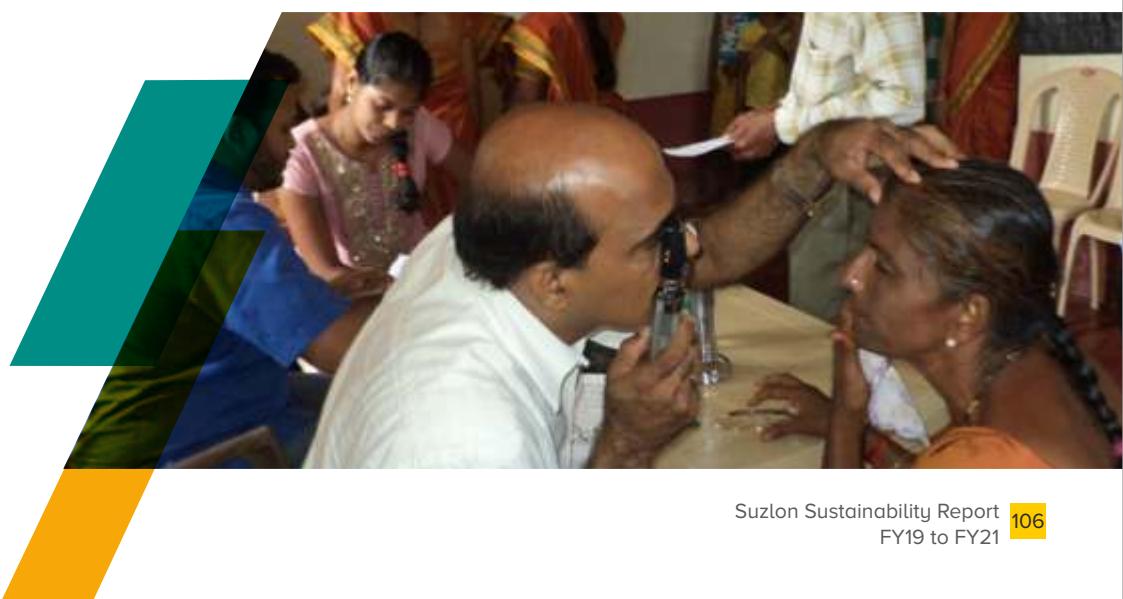
We at Suzlon firmly believe that for good health, not only the sheer absence of disease but also positive wellness is a prerequisite for securing the desired outcomes of sustainable development.

Central to this concept is the comprehensive Health Camp with a broad spectrum of medical and clinical diagnostics including eye screening, women's health, Adolescent camps, Specialist Camps, Health Screening Kit Supports etc. Prominent among the health initiatives is the 'Janani Express Scheme' which covered 12 villages in Anantapur district of Andhra Pradesh benefiting 201 pregnant women.

Coupled with personal healthcare was the program of community hygiene which eliminated open defecation. The introduction of water quality testing and the installation of Reverse Osmosis plants for brackish water treatment were significant additives to the total health program. We promoted kitchen gardens as a value addition to nutrition. An active Zero malnutrition program was propagated all through the communities.

Zero Cataract Blindness program

Health Initiative	FY19	FY20	FY21
Eye Health Camps	287	22	1
Patients screened	3289	1141	150
Cataract Surgery supported	1350	438	138



Livelihood

Suzlon CSR team successfully implemented an Integrated agriculture-based livelihood program (IABLP) and conducted Kisan Pathshallas (farmer-field schools) for farmers in four states. This innovative program was a know-how transfer to the farmers and they acquired a practical skill set and tool kit for direct use in their farm fields. They gained deep insights into farming practices like the type of sowing, soil testing before fertilizer application, proper selection of seeds, and related techniques. Significant improvements in income were obtained. Good animal husbandry practices were also taught to them. Suzlon has achieved a mini-revolution within the large green revolution among its stakeholder farmers. Farmer education was high on our agenda. We developed the skills of farmers in organic cultivation and fishing. We also supported a low-cost innovative technique of using a liquid decomposer for wet farm waste without the use of civil structure providing portability with a sturdy bag as the container.



Education

Suzlon recognizes the value of education as a game-changer in life and has been supporting schools and learners. Infrastructural facilities such as toilets and classroom fixtures were provided in schools. Informal learning and school wide awareness programs on a variety of topics were facilitated. We met the need for education kits for economically weak students. We placed emphasis on learner development imparting computer skills apart from supporting with coaching classes.

Education Initiative	FY 9	FY20	FY21
Student beneficiary	3342	10819	13173



Civic Amenities

We pursued our program of Zero Darkness in view of its direct multiple benefits to all members of the households. We expanded the development spectrum by extending the learning hours of students and the gainful work time of women.

We supported the legal electrification of houses. We installed Solar home uninterrupted power supply (UPS) systems or lanterns or lighting systems. As an energy-saving practice, we distributed CFL lamps.

We created the toilet culture among villagers by facilitating the building of toilets under Government schemes and promoting their wide and perfunctory use. In parallel motivational camps and campaigns were conducted to create awareness of the unhygienic practice of open-air defecation.

We also provided drinking water tanks with an RCC cistern for water storage. Drinking water quantity was augmented with groundwater through boreholes. Water availability for agricultural productivity was enhanced in an innovative manner by a pipeline made from waste materials. Rice thrasher machine created from waste material was benefitted 20 farmers.

We launched a People's in Kind donation movement and raised resources by holding hands with governmental and non-governmental agencies, students, and our employees.

Response to Disasters

Suzlon made a swift and resilient response as part of its disaster management policy. The massive impact of the 2018 floods in the Alapuzha district of Kerala was effectively managed through our employee contribution from their salaries as humanitarian support under the Proactive CSR beyond business boundaries. Our employees demonstrated exemplary social conscience raising resources to support the victims of Cyclone Fani that hit Puri. Our employees made identical responses during the 2019 Indian floods that affected over thirteen states with monetary support.

Employee volunteering and employee giving

Suzlon is legitimately proud of its high-quality human capital whose reflection is evident in the quality and magnitude of its CSR operations. Apart from the long Employee-CSR-related hours for different initiatives, they met felt needs instantaneously in easing the heavy burden of medical bills and the cycling needs of school-going girls. Our Re-flower project was imaginatively conceptualized and a large group of Specially-abled persons was trained in recycling temple flowers and saleable pigments. Employee voluntarism saw

intensive interaction with the community in meaningful and monetarily helpful mode and went that extra mile of procuring outputs of NGOs to sustain their activities. Suzlon received the Indy wood Excellence Awards in 2018-2019 in the category Best CSR Practices in Environment conservation. We also secured a special mention in the citation of the top quality award at IMC RBNQ 2018 for business excellence.

Employee Involvement	FY19	FY20	FY21
No. of Employees/Contract staff participated	6679	6613	5399
Volunteering (in hrs.)	48608	48812	54816
Funds collected (in lakhs)	30.67	20.62	9.06

413-2 Operations with significant actual and potential negative impacts on local communities

As with all energy supply options, wind energy can have adverse environmental impacts, including the potential to reduce, fragment or degrade habitat for wildlife, fish and plants. Furthermore, spinning turbine blades can pose a threat to flying wildlife like birds and bats. Due to the potential impact that wind power can have on wildlife, and the potential for these issues to delay or hinder wind development in high-quality wind resource areas, addressing impact minimization, appropriate siting and permitting issues are among Suzlon's and the wind industry's highest priorities.



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