

2014-15



SUSTAINABILITY REPORT



As we gear up to the swift progress and embrace the rapidly evolving trends in an increasingly shrinking world, it is imperative that we recognize our commitment towards the need of our future generations. A focus on sustainability implies an added emphasis on the environment, labour and human rights, and transparency. With stakeholders looking beyond the number game to determine their investment decisions, organizations will have to address these evolving needs in order to create long-term value. At Mahindra Partners, sustainability is strategic to business - and the responsible way forward is through “Inclusive Progress”: denoting the importance of an overall progress of stakeholders,

which includes not just the investor community but also local communities across the world where we carry on our businesses, the environment we live in and the society at large. Mahindra Susten, the portfolio company for the cleantech ventures of Mahindra Partners always had sustainability at its core. The initiatives taken by Mahindra Susten to ensure a healthy “triple bottom line” of - People, Planet and Profit – is commendable. With a vision to become ‘The Most Admired Green Solutions Company’ by 2020, Mahindra Susten in true essence is focusing on going beyond just business. In line with its promise of a better tomorrow, I am proud to acknowledge that Mahindra Susten is a pioneer by releasing its own standalone

Executive Speak

Parag Shah

**Managing Partner,
Mahindra Partners**

“The initiatives taken by Mahindra Susten to ensure a healthy “triple bottom line” of - People, Planet and Profit – is commendable.”

Sustainability Report, which displays its commitment towards ensuring accountability and transparency. I am optimistic that this commitment will not only strengthen the company's journey for the benefit of its stakeholders, but also prove its importance as a benchmark for others to reflect on.





Executive Speak

Basant Jain

CEO,
Mahindra Susten

In the emerging environment, there is a continued acceleration in the scale and speed of events, and strategic thinking needs to incorporate good corporate governance and leadership in economic, social and environmental aspects. We believe that 'Sustainability' as a concept should not be viewed as some standalone initiative but an integral part of the business. Our nature of business is such that sustainability has always been the preferred course of action and it is at the core of our company. We strive to enable Sustainability in all aspects whether it is about products and solutions or about processes to run an organization efficiently or about maintaining relationships with different stakeholders both internal and external. With this, we rebranded Mahindra EPC as Mahindra Susten. Susten is derived from the words Sustainability and Enabler which is the underlying thought of any activity performed at our company. Most of our solar utility scale plant sites are located in the remotest of locations deprived of social, economic or educational support systems, where we strive for local community inclusion at multiple levels - by giving first preference to local community members during recruitment for sites, imparting training of for the right skills, continued employability, restoring the environment around the site, spreading awareness around health & sanitation and contributing towards community infrastructure development. Stakeholder management including resource optimization, environment restoration, local inclusion and community welfare has let us have smooth operations and given us an edge over in this highly competitive business environment. Taking our commitment to the next level, we have come up with this individual sustainability report with an intent to communicate our sustainability performance, invite stakeholder feedback and encourage transparency and accountability in the company.

Report Parameters

Sustainability is a part of the 'RISE' philosophy of the Mahindra Group. We at Mahindra believe that we cannot rise if we take more from the community than we put back. Sustainability is at the core of Mahindra Susten. To ensure accountability and transparency for the same, Mahindra Susten reports its Sustainability Performance according to the GRI (Global Reporting Initiative) guidelines. While the operations of our Company have been covered in the Mahindra Group Sustainability Report FY 11-12 onwards, we consider it relevant to disclose our triple bottom line performance in our very first standalone report this year, is FY 15.



Reporting Scope

This Report covers data and information on Mahindra Susten's Indian Solar Power Plants that have been commissioned and have been in the Operations & Maintenance Phase during the reporting period. Six such plants fall under the scope of this Report. They are as follows:

- 1. Aruppukkottai (3MW)
- 2. Bikaner (20 MW)
- 3. Jodhpur (30 MW)
- 4. Jodhpur (5 MW)
- 5. Lumbaniya (6.9 MW)
- 6. Mulugu (2.34 MW).

Relevant sustainability data and information of our Head Office has also been included in this Report.



Reporting Period

The reporting period for this report is 1st April 2014 to 31st March 2015. We commit ourselves to report our triple bottom-line performance on an annual basis. For this Report, we are following the Global Reporting Initiative (GRI) Sustainability Reporting G3.1 Guidelines. The most widely adopted non-financial reporting framework in the world, the GRI Guidelines, are used to help communicate sustainability performance and encourage transparency and accountability. The Report is aligned to the nine principles of Ministry of Corporate Affairs' National Voluntary Guidelines (NVG) on Social, Environmental and Economic responsibilities of business. The Report has been prepared internally and includes information and data that has been provided by its business units and validated by internal stakeholders.



Group Profile

The Mahindra group is a USD 16.9 billion multinational group based in Mumbai, India, with more than 200,000 people in over 100 countries. We are bound by one common idea; a determined pursuit of one purpose - To enable people to Rise. With operations in 18 key industries, we aim to power growth that creates positive change in the society. Our unique business model of creating empowered companies enjoys the best of entrepreneurial independence and Group-wide synergies.

Company Profile

Mahindra Partners is a US \$900 Million Private Equity division of the Mahindra Group, with a mission to accelerate value creation through a diversified portfolio of emergent businesses. Mahindra Partners adapts the Group's unique strengths of constant innovation, prudence and creative business models with a mandate of incubating new ventures for the Group. The division provides growth capital to bring our stakeholders diversified products and services. Mahindra Partners manages portfolio companies in various industry sectors like retail, steel, logistics, energy, vocational education, consulting, media, luxury and speed boat manufacturing, and conveyor systems.

Mahindra Susten (previously Mahindra EPC Services Pvt. Ltd.) is the 'Cleantech' arm of the Mahindra Partners driven by and committed to providing state-of-the-art solutions. Mahindra Susten offers diversified services within the renewable energy and clean tech space. A leading player in the Indian solar energy sector, with over 120 MW commissioned to date and over 250 MW under execution, Mahindra Susten's services spans across turnkey solar EPC services - both utility scale solar and rooftop solar, solar DG hybrid solutions, solar products, solar car charging stations, telecom tower Solarization, solar PV O&M, analytics, engineering services, energy management services and industrial build solutions.

DIVISIONS



Energy

Mahindra Susten - energy division executes turnkey solar EPC projects and engineers sustainable offerings for the cleantech space. In 2011, our operations commenced with the turnkey execution of a 5 MW grid connected solar PV project, over the last 4 years we have climbed to a dominant position in this industry. Our expertise in design, engineering, construction, procurement and latest industry know-how has made us a leader in this space. With over 350 MW of projects, we are proud to have emerged as the largest solar EPC Company in FY15. Our focus on execution excellence and quality ensures that Mahindra Susten goes beyond the contracts and constantly delivers customer delight.

Build Solutions



Mahindra Susten - Build Solutions division offers turnkey design and build solutions for industrial construction. The company has stepped into green industrial construction with over 2,50,000 sq. ft. under execution. The key projects include a formulation plant, Ankleshwar, Gujarat and a 2,00,000 sq. ft. warehouse at Jaipur, Rajasthan. We aspire to be India's first green EPC Company that goes beyond certifications to make buildings and factories which are truly sustainable. Our focus is on growing industrial segments such as pharmaceuticals, food products, breweries, automotive and medical establishments. Our Build Solutions division is a member of the Indian Green building Council, part of the Confederation of Indian Industry.



Engineering

Mahindra Susten - engineering division provides expert engineering solutions from concept to commissioning. With two provisional patents under our belt, we lead the industry in innovative sustainable engineering solutions. Our integrated design and engineering services include feasibility analysis, electrical, structural, MEP and civil design. Our team of more than 270 experienced engineers initiates innovation at every step to provide 360 degree smart engineering solutions - 24 hours a day, seven days

of the year. That is our process. That is our commitment. Powered by innovation, driven by quality and fuelled by excellence, we are uniquely positioned to enable every Indian business, household and individual to RISE with clean and smart solutions. Offering the best in class solutions to the industrial and commercial segments, the cutting edge DG PV hybrid solution effectively offsets the diesel consumption and maximizes solar penetration.

"The great thing about solar power is that it is a technology and not a fuel. It is unlimited and the more it is deployed the cheaper it would be. While the more fossil fuels are used, the more expensive they become."

Brand Susten

As MEPC expanded into other domains such as Build Solutions, Product Development like DG Solar Hybrid, Solar generators, Remote Monitoring & Control Systems, realised we needed a name to match our aspirations.

We appointed an external agency who reached out to all internal and external stakeholders to understand how is our brand perceived and what core values do we reinforce in their mind. Of multiple values, we had one coherent insight that Sustainability is at the core of our company. We strive to enable Sustainability in all aspects whether it is about products and solutions or about processes to run an organization efficiently or about maintaining relationships with different stakeholders both internal and external. With this, we rebranded Mahindra EPC as Mahindra Susten.



Susten is derived from the words Sustainability and Enabler, as Enabling Sustainability is the underlying thought of any activity performed at our company.

Awards & Recognition

'Utility Solar EPC of the Year 2014'

Recognized under the BRIDGE TO INDIA Solar Awards

Highest Generation

Compared to similar Solar Photo Voltaic Plants across India

Consistent High Performane

Highest Capacity Utilization Factor amongst all commissioned plants,

Compared Average of 9 other plants of same capacity, Source: MNRE Website, Govt. of India

1st & 3rd to Commission

Under Jawaharlal Nehru National Solar Mission Phase 1 Batch 1 & Batch 2

1st to Commission

India's Utility Scale Power Plant with Single Axis Tracker System

MNRE CRISIL Grade: SP 1A

As a system integrator in the PV



IMS Certified

ISO 9001-2008:Quality Management System

ISO 14001-2004 :Environment Management System

OHSAS 18001-2007:Occupational Health & Safety

Management System Standards have been expanded to include 'Build Solutions - Construction of buildings'in addition to the existing Solar EPC certifications.



PR Fonroche Plant: Best solar developer awarded by the former Prime Minister Mr. Manmohan Singh



MSOPL (Mahindra Solar One Pvt. Ltd)
Plant inauguration: Minister of New & Renewable Energy , Dr. Farooq Abdullah & Mahindra Group Chairman, Mr. Anand Mahindra

Technical Associates Plant, UP Lucknow
Plant inauguration by Chief Minister of Uttar Pradesh, Mr. Akhilesh Yadav



Mahindra Susten CEO, Mr. Basant Jain with the Auto Consortium Members, Chennai

Governance

Sound corporate governance is essential for sustained growth. A good governance structure fortified with tenets of transparency, integrity and accountability expands the horizon of growth for a company. It ensures robust shareholder returns, fosters excellence in operational performance and attracts employees, clients and partners. The corporate governance philosophy at Mahindra goes beyond 'enhancing shareholder value'. We remain committed towards upholding industry-best practices while also ensuring ethical wealth generation and being a responsible corporate citizen.

Board of Directors:

Mr. K. Chandrasekar		Mr. Satish Kamat
Ms. Anita Arjundas		Mr. A.K.T. Chari
Mr. Noshir Dastur		Mr. Noshir Dastur

Our Board of Directors, with their vast experience and various industry-wide achievements, lead us to contribute positively to our stakeholders' prosperity.

Committees

The Committees of the Board are constituted to ensure operational independence, timely direction and supervision, which are essential for day-to-day functioning of the organisation. Currently, the following Committees are in place at the Board, Partners and Company Level:

Audit Committee:

The Audit Committee provides oversight of the financial reporting process, the audit process, the system of internal controls and compliance with laws and regulations.



Remuneration and Nomination Committee:

The Remuneration and Nomination Committee makes proposals to the Board of Directors regarding the remuneration policy and the individual remuneration of directors and members of the Management committee. They also make the

necessary proposals regarding the evaluation and re-appointment of directors as well as the appointment and induction of new directors.

Corporate Social Responsibility Committee:

The scope of CSR Committee is broadened to include Sustainability agenda of formulation, recommendation to the Board, implementation, overseeing etc. of the policies governing the 9 principles of business responsibility.



Diversity and Inclusion committee:

The purpose of this committee is to provide strategic direction to our company to initiate the D & I journey by identifying and implementing Diversity & Inclusion goals and initiatives in alignment to the business.



Internal Complaints Committee:

The Sexual Harassment of Women at Workplace (Prevention, Prohibition & Redressal) Act 2013 contemplates the constitution of Internal Complaints Committee ("ICC") (Sec. 4). The sexual harassment committee consists of 4 internal and 1 external member, which includes 3 women.

Our Goal

To Become the most admirable Green Solutions company in india.

Motivation

Our core purpose challenges the status quo. We utilize resources innovatively to breed positive changes among communities and our stakeholders. Giving Rise to the very best, every day.

Commitment

Our values act as guides - a synergy between what we have achieved, are presently performing and what we are targeting through social, environmental and economic values. Our commitment to the Mahindra group value is non - negotiable:

- **Dignity of the Individual** - is something we treasure. Freedom of expression, in the form of disagreements or otherwise. We strive to acknowledge the time and efforts of the individual. Our actions are a cornerstone of fairness, transparency and trust.
- **Good Corporate Citizenship** - our long-term success revolves around good corporate citizenship. Aligning our ideas with the needs of the communities we serve. Compromising on ethical business standards is never an option.
- **Customer First** - our existence and prosperity are owed to the customer. We follow a customer-is-first approach. Our response to the changing needs and expectations of our customers are always quick, courteous and effective.
- **Quality Focus** - our approach is simple and encompassing: "first time right"
- **Professionalism** - comes from seeking and hiring the best people for the job and equipping them with freedom and opportunities to grow.

Our Brand Pillars

Integrity, Sustainability, Going beyond and forward thinking are our 4 pillars. These help us deliver the Execution Excellence and Quality that stand us apart, leadug to industry leading performance.



integrity

At no point will the organization undertake any actions that go against the non-negotiable values of Mahindra group



Sustainable

Sustainability stands not only for environment efficiency but also in terms of processes carried out and ways to deal with employees all stakeholders.



going
beyond

The organization will go beyond, than mere customer and employee expectations and strive to delight.



forward
thinkers

Anticipate hurdles, innovate, make positive changes, incremental improvements and embrace a proactive and critical attitude.

Codes of Conduct

Mahindra Susten being a part of Mahindra Group follows the Group's Code of Conduct which are drafted to actualise our commitment to the core values. As the basis for our occupational identity, the Codes of Conduct imbue these core values in all actions of our employees. These Codes set clear guidelines on insider trading and disclosures to be made while handling Company shares and are drafted as per the required specifications of SEBI.

The Board has established two detailed Codes of Conduct - one for board members and the other for senior management and employees of the Company. The Codes of conduct are an integral part of the induction of new employees and have been posted on the Company's website. All board members and senior management personnel affirm compliance with these codes annually.

The CGC oversees the implementation of the Codes, and ensures adherence to both the Codes in letter and spirit.

At the corporate level, there is a Corporate Governance Cell (CGC) comprising four members of the Group Executive Board, who represent business Sectors as well as the Corporate Centre. The CGC reports to the Board of Directors. In order to see that the Code of Conduct is well understood and practised within the organisation, a formal mechanism has been put in place in form of "Corporate Governance Coordinators" at the business level and "Corporate Governance Officers" at the plant level.

Compliance

At Mahindra Susten, the cardinal rule is to ensure absolute compliance in everything we do. We strictly adhere to national and international standards of trust, transparency and integrity. Our compliance committee is ever vigilant in making sure that we abide by all regulatory framework applicable to the Group. During our entire existence as a company, there have been no instances of non-compliance. We incurred no fines from any regulatory authority for non-compliance of laws and regulation in year 2014-15.

Policies

Our comprehensive Corporate Governance policies shepherd the company on significant aspects of governance. All our policies are reviewed periodically.

We comply with the Group's governance policies:

Corporate Communications | Disaster Management | Employee Relations | Capital Budgeting | Corporate Representation in Trade and Industry Forums | Corporate Finance | Dealing with Dealers and Customers | E-business Security | Environment and Pollution | Human Resources | Intranet Usage | Investor Grievances | Quality | Investor Relations | Safety & Occupational Health | Sexual Harassment | Suppliers and Vendors of Services and Products | Trade Marks

At the company level, Mahindra Susten has its own set administrative policies:

Leave Policy | Health, Safety and Environment Policy | Safety Policy | Transfer Policy | Domestic and International Travel Policy | Employee Separation Policy



Sustainability Overview

Sustainability is at the core of our company. Sustainability is ingrained in our name and our DNA. Mahindra Susten aims to progress towards holistic growth and carry out business in a way that creates value for all its stakeholders. The organization follows GRI 3.1 guidelines for reporting sustainability. IMS certified processes are instrumental in driving sustainability at Mahindra Susten. We report as a part of the A+ rated M&M group since FY 11-12. We make efforts and undertake initiatives in all the three bottom line: economic, environmental and social parameters.

Environment

We are committed to the environment by creating innovative solutions to minimize impact and optimize resource conservation. We have undertaken initiatives for energy conservation, water conservation, and waste management at our project sites as well as our Head Office. We aim to work towards becoming a paperless company.

Customers

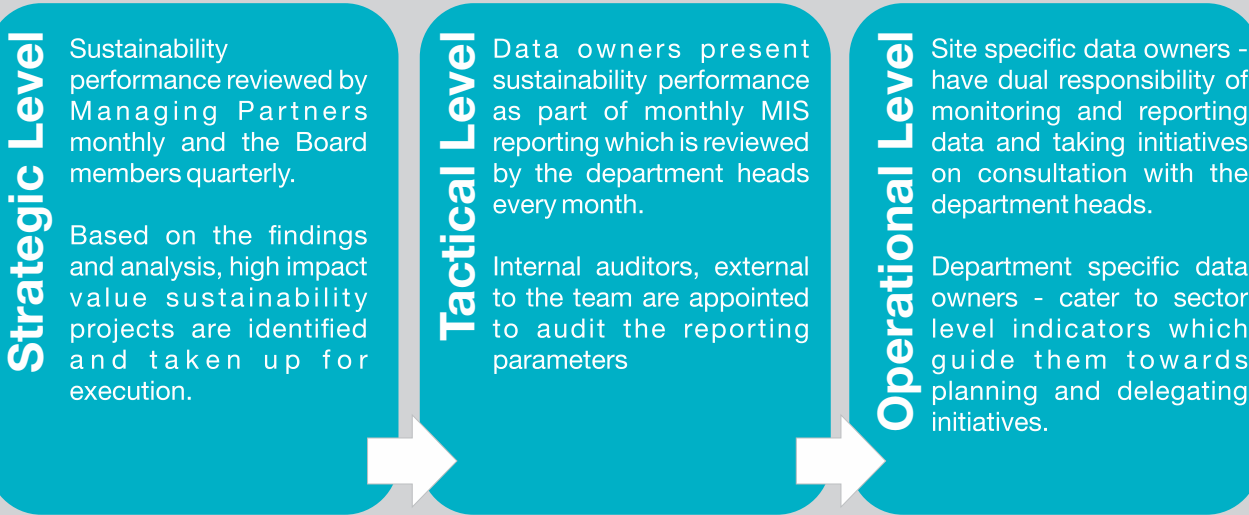
- Two plants constructed by us have the highest cumulative CUF consistently for the past 18 months across India
- In 2012, our client PR Fonroche, was awarded as the best solar developer by the then PM Mr. Manmohan Singh
- Employee safety is a priority and hence 'near misses' are being monitored closely with 5 levels of control exercised to maximize employee safety.
- The MRFR of 0.0 with over 2.2 million man-hours of construction since inception
- Focused on employee engagement, well-being & health awareness while promoting diversity and inclusion

Community

Local inclusion, job creation, local hiring, skill enhancement and co-creation with local vendors is how Mahindra Susten has driven positive change and helped local communities to rise at every site location that we have worked at.

Review Mechanism

With set of processes in place with regards to sustainability reporting, we have been able to assign responsibilities and generate accountability at multiple levels. Sustainability targets are deployed through Balance Score Card and have been distilled down to the operational level ensuring cross department linkages at the same time. Sustainability performance is monitored and reviewed in a structured way at regular frequencies.



Materiality Analysis and Stakeholder Engagement

Materiality is the threshold at which an issue or indicator becomes important enough to be reported. Beyond this threshold, not all material topics will be of equal importance and the emphasis within a report reflects the relative priority of these material topics and indicators. With the new G4 guidelines, there is an increased emphasis on the need for organizations to focus the report on those topics that are material to their business and their key stakeholders.

We have already commenced the incorporation of these new aspects in our Stakeholder Engagement and Materiality Identification processes for our future reports.

We have identified our stakeholder groups as above and prioritized them on the basis of our influence on them and their influence on us:

Issues that were considered important to the company were identified and were prioritized based on consultation with both the internal and external stakeholders. Based on the responses from the stakeholders, the material issues were prioritized and the following materiality matrix came into fruition:

Material Issues identified

Economic Issues

Product Innovation and Operational Excellence | Investments for Cost Reduction & Growth (New Project commissioning) Supply Chain Management | Supplier Assessment for Labor Practices, Human Rights, Social Performance | Marketing Communication | New Technology Threats

Environmental Issues

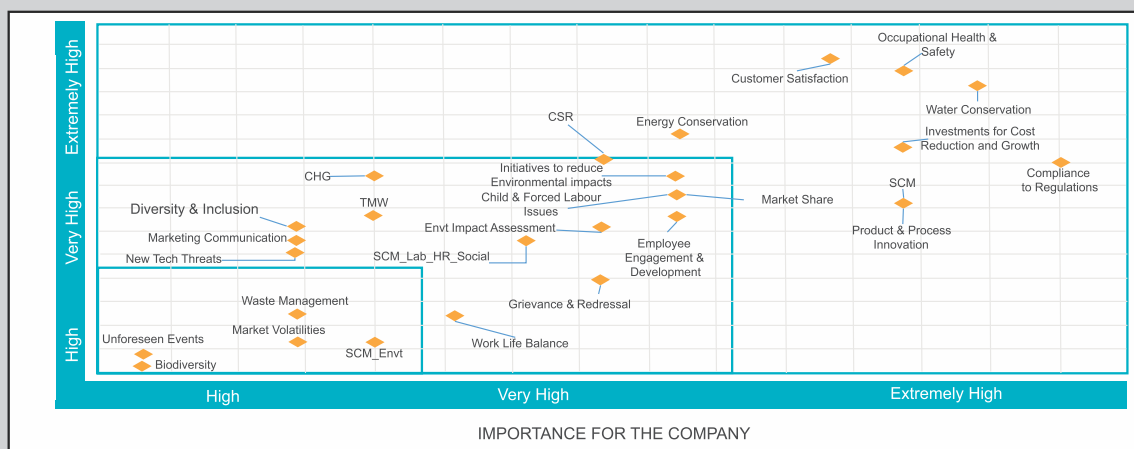
Energy Conservation | Water Conservation | Air Quality/Green House Gas Emissions | Environmental Impact Assessment of the Project | Initiatives to reduce environmental impacts

Social Issues

Employee Engagement and Development | Occupational Health & Safety | Diversity & Inclusion | Work Life Balance | Promote TMW (The Mahindra Way) of working | Compliance to Regulations | Local Communities Engagement and CSR | Grievance and Redressal | Customer Satisfaction | Child and Forced Labor Issues

	Stakeholder Groups:
1	Employees
2	Suppliers/Contractors
3	Local Communities
4	Regulatory and Statutory Authorities
5	Clients/Customers
6	Shareholders
7	Contractors/Sub-Contractors
8	Banks

Materiality Map



Economic performance

Overview

With coal becoming more difficult to obtain, its supply unable to meet our country's demand, with sources of domestic gas shrinking, there is more focus than ever on sustainability and energy security. There is a renewed focus on solar power led by the Jawaharlal Nehru National Solar Mission. It is highly believed that Solar will become a crucial component of India's energy portfolio in the next decade. 2014 turned out to be quite a happening year in the Indian solar market. The cumulative installations in India crossed the mark of 3000 MW, with another 1800 MW projected to be added during calendar year 2015. The current government has ramped up the target to install 100GW solar power capacity by 2022 from the existing 20GW by 2022. This would raise solar power's share of India's total energy mix to more than 10 percent. The solar investment target has also been raised to \$100 bn by 2022. There has been high interest for the same from local as well as foreign players under the "Make in India" campaign.

Mahindra Susten aims to play a major role in the solar power market development in India and contribute towards the solar energy journey of India. We intend to put up 1 GW of solar energy capacity at an investment of \$750 million, along with another 3 GW of third-party projects through engineering, procurement and construction (EPC) orders. We expect to have 350 Mw of EPC installations by the end of 2015 and is looking at consolidating its solar energy base in Gujarat, Rajasthan, Andhra Pradesh, Telangana and Madhya Pradesh. Our annual turnover at present is around \$80 million, with our aim to achieve \$1 billion annual turnover over the next three years.



Key Highlights



MAHINDRA SUSTEN'S GROSS REVENUE FOR THE YEAR ENDED 31st MARCH 2015 STOOD AT INR 50764.3 LAKHS AS AGAINST INR 12493.8 LAKHS FOR THE PREVIOUS YEAR.



MAHINDRA SUSTEN'S PROFIT AFTER TAX FOR THE YEAR ENDED 31st MARCH 2015 STOOD AT INR 1523.4 LAKHS AS AGAINST A LOSS OF INR 91.8 LAKHS FOR THE PREVIOUS YEAR.

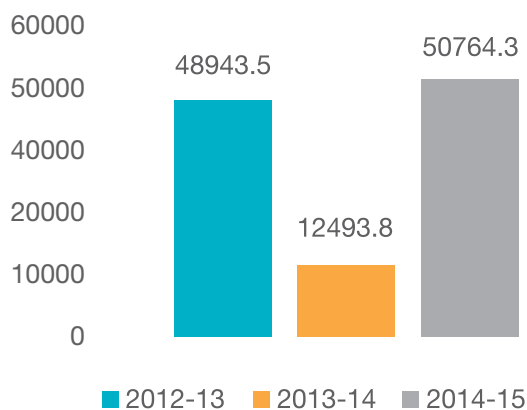


INVESTMENT FOR CSR ACTIVITIES FOR THE YEAR ENDED 31st MARCH 2015 WAS MORE THAN 50% HIGHER THEN THAT OF THE PREVIOUS YEAR.

Revenue and PAT

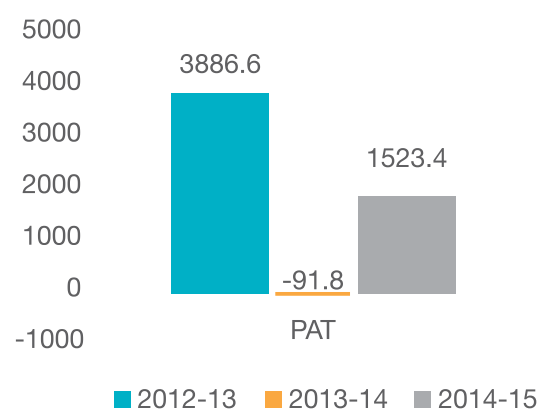
Revenue

INR Lakhs



PAT

INR Lakhs



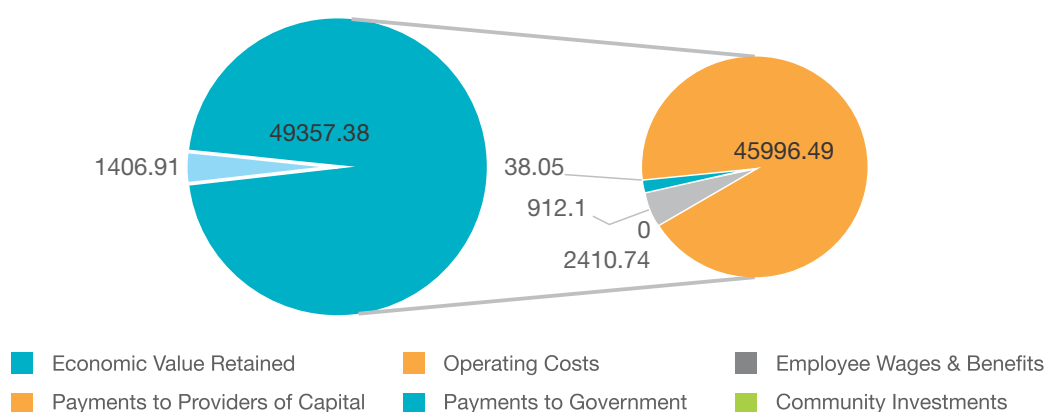
Year	2012-13	2013-14	2014-15
Economic Generated Value	48943.47	12493.79	50764.29
Economic Distributed Value	45249.2	12670.04	49357.38
Economic retained Value	3694.27	-176.25	1406.91

* Economic Value Distributed = Operating Costs + Employee Wages & Benefits + Payments to Providers of Capital + Payments to Government + Community Investments

*All Values are in INR Lakhs

Economic Value

INR Lakhs



Local Supply

Being in the Solar Energy Sector, it is imperative for us to be competitive in terms of reducing our Cost of Energy. Supply chain management plays a substantial role in lowering cost of energy (COE), namely via efforts in technology and quality and working with each supplier. Finding ways to spend locally supports an economic system that can ultimately benefit the bottom line. This can also help

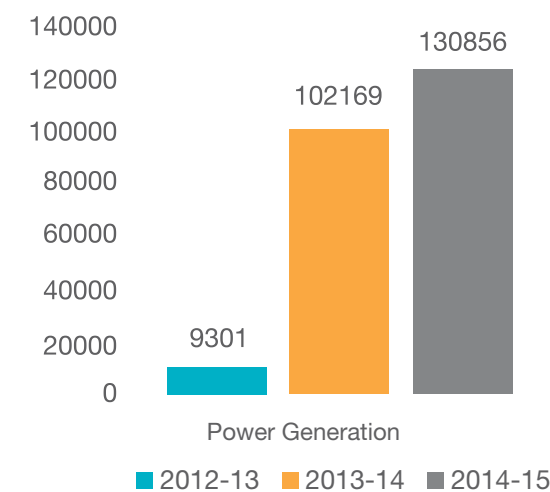
This can also help to encourage start-ups and new enterprises that will ultimately support our business. Encouraging Local Supply not only drives down the carbon miles associated with extended supply chains, but also makes great business sense owing to the reduced transportation cost and faster deliveries. For the year 2014-15, around 38% of our supply requirements were fulfilled by local suppliers.

Environmental Performance

We are committed to the environment by creating innovative solutions to minimize impact and optimize resource conservation. 'Alternative thinking', one of our Rise Pillars continues to enable us to unearth effective ways of conserving and optimising the finite natural resources bequeathed to us. We strongly believe that ecology and economics are not contradictory, but complementary to each other. Hence, we consider environmental efficiency as a business competency and invest time and money to enhance this efficiency.

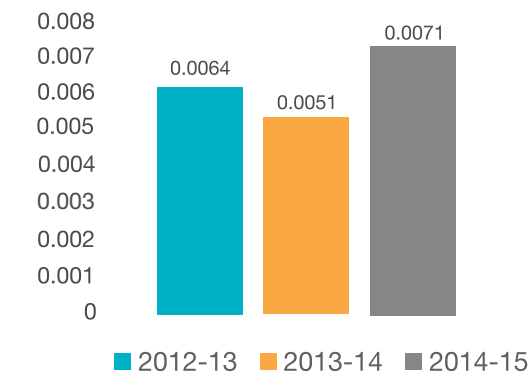
The great aspect of our business is that increase in power generation not only increases the economic benefits of our client but, being solar power, it also reduces the GHG emissions of our country while strengthening our energy security. We measure our environmental performance on absolute as well as specific consumption. The specific consumption is calculated by dividing absolute consumption by a denominator. For our business MWh i.e. Mega Units of Power Generation is our denominator.

Reported Power Generation Mwh



Year	2012-13	2013-14	2014-15
Aux Power Consumed	73.2955	821.96005	1087.51764
Power Generated	9301	102169	130890
Percentage	0.788%	0.804%	0.831%

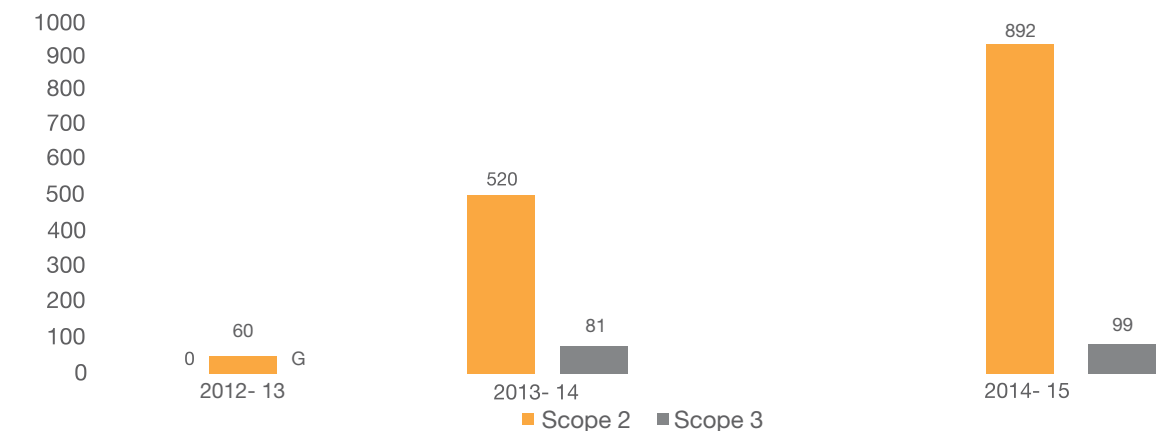
Total Specific Emissions t CO₂/MWh



Greenhouse Gases

Our Power Generation of around 130890 MWh this year has led to reduction of close to 90000 Metric Tons of CO₂ emissions. We have also consistently been measuring our GHG emissions through means of our Paper consumption and Travel. Not only have we been consistently measuring our emissions, we have been actively driving initiatives to restrict the rate of their increase vis-à-vis the rate of increase in our production.

GHG Emissions t CO₂



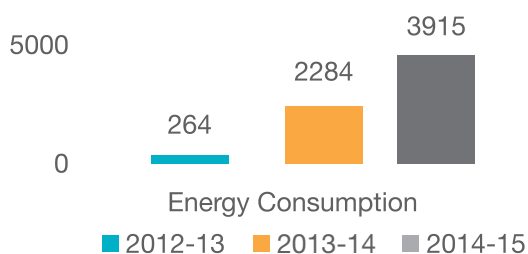


Energy

Energy, in all its forms, underpins both past and future growth. India needs to address its energy challenges, which cross all sectors and impact all citizens. Despite a 52 GW capacity addition during the implementation of the nation's 11th Five Year Plan, there is a 12 GW shortage to electrify all the non-electrified rural areas inhabited by more than 300 million people. This has resulted in extreme pressures on the nation's energy resources. Thus we consider it highly important for us to play our part in the energy conservation. All our office electrical equipment is energy efficient. At our Solar Power Plants, the most of the Auxiliary Power Consumption is due to Transformer No Load Losses, Inverter Losses, UPS, Battery Bank and lighting equipment. Year on Year we have been taking up measures to reduce our Auxiliary Power Consumption. We have installed VFD (Variable Frequency Drive) Fans for cooling of the Inverters. VFD would ensure reduced power consumption based on requirement of the cooling. The inverters are now put in standby mode from 6pm to 9am to reduce the auxiliary power consumption from their side. Such measures have ensured that the Auxiliary power consumption remains less than a percent of our power generation which is very less compared to other thermal/hydro or nuclear power plants.

Energy Consumption

GJ

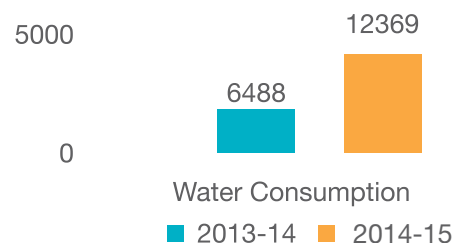


Water

Huge amount of water is needed to produce electricity from any source and water shortages lead to increased energy demand to pump groundwater, creating a self-perpetuating vicious cycle. Though, the water consumption of producing power from solar energy using Photovoltaic (PV) technology is a fraction of that of coal, the major challenge arises from the fact that most of the solar power plants are coming up in arid and desert regions that are already water stressed. Our operations should not worsen the water availability in those regions as we may antagonise the community and put our business in jeopardy. So it becomes imperative for us business wise as well as keeping the sustenance of the local villagers in mind to keep our water consumption in check. Thus at Mahindra Susten, we have undertaken innovative initiatives to reduce water consumption.

Water Consumption

m³



Note: The increase in the values is due to increased scope of reporting from the previous years.

Other Initiatives Undertaken

Now, more than ever before, we have a shared understanding of the stresses and strains our environment faces. We understand that we are part of our environment and that the actions we take, may well come back to haunt not only us but our future generations as well. It is the people who have the power to save the environment and it does not take much to make a difference. In fact, it is the small steps that make a major difference. A spirit of

independence and motivation can go a long way in coming up with initiatives that help in conserving the environment. They will act as a form of mitigation of environmental degradation. The old dictum of “Reduce, Reuse and Recycle” still remains highly effective. Given the remote locations of our project sites, through simple but innovative methods of resource optimization and control of wastage, we can not only conserve environment but also walk further towards the path of achieving self-sustainability.

Waste management

Waste materials such as scrap metal rails, cable trays, aluminum sheets, aluminum mesh, etc. were put to innovative use at our 20 MW Solar Plant at Gajner-Bikaner. Several useful articles are being fabricated from scrap and other waste materials. Pantry and store racks have been made from waste scrap metal rails and cable trays to segregate & organize the stationary, tools and other important accessories



We are playing our part in conserving environment through our initiatives in waste management, water conservation and food security. Through these initiatives, we strive to achieve self-sustainability at our work site locations.

A New experimental exhaust tubular duct has been made for inverter control room from the scrap aluminium sheet and aluminium mesh.

Other Waste materials are properly segregated and disposed. End-of-life solar PV modules are packed in a box and separately stored in our site store room until they are returned back to the suppliers for effective disposal owing to their hazardous nature.



Kitchen garden:

Our 3MW Solar PV Power plant at Aruppukkottai is situated at a remote location. There is an absence of any kinds of restaurants or canteens at the site. Meals are transported from the nearby villages 3 times a day.



To tackle this unfavorable situation, the employees and workers at the site location have converted the empty land into a kitchen garden. Various fruits and vegetables are being cultivated including cucumber, angular gourd, bottle gourd, maize, pumpkin, coriander, sabre bean, shoe flower, etc. The open land that was generally left unused has been utilized enabling the employees and workers there to achieve food security and independence making them self-sufficient and self-sustainable. Their daily food needs are being fulfilled by their own grown crops. Around 10 people including the supervisor, security guards and technician are being supported by the kitchen garden.

These simple but innovative initiatives have helped in impact minimization on the environment and have also led to resource optimization which is of high importance owing to the remote locations of the project sites. The first steps towards self-sustainability has been laid.



Go Paperless by 2016

Paper consumption is a key focus area for Susten and we aim to go paperless by 2016.

The plan in place is as follows

- 1. Monitor :** Data for paper usage across sites is captured and reported on sharepoint
- 2. Analyse:** During the review process, an increasing consumption trend has been noted over previous years.

The increase has been due to

- a.** More business volume as compared to last year leading to increased paper consumption from design to payment stage
- b.** Increased number of employees leading to increase in per capita paper consumption.

3. Action plans

- a.** The operational excellence team has taken up the project “go paperless by 2016”. It has identified a set of paper heavy processes that amount to 80 % of paper consumption. The team aims to redesign the processes which would eliminate the use of paper by means of the tool - Businesses process re - engineering



b. Processes identified and redesigned :

- i.** Design management system - All designs prepared by the design team are uploaded, shared and approved on the DMS and has greatly eliminated the use of paper in the process.



- ii.** Sundry Bills approval process - Reduction in 5 pages/work order approval process for sundry bills by introduction of new category of stamps.
- iii.** Travel bills approval process – Instead of having hard copies for each travel approval along with the invoice for bill from the agent, all the travel approvals for the month are given a docket number in soft copy and put on a shared folder with accounts. The travel agent also sends only one consolidated invoice for all travel bills for the month. This saves 5 pages/ travel bill during processing.
- iv.** Vendor management system is going to be deployed. This will ensure at least 70% paper reduction as vendor payment transactions consume maximum paper in the company.

These initiatives have multiplier effect owing to the number of transactions/day, multiple travel bills/day. Considering the growing volumes of these categories of transactions in line with company's growth there is high scale up possibility in the savings of paper. With dedicated efforts in place we are geared up to achieve our Sustainability goal for 2016.

Social Performance

At Mahindra Susten, we approach community care with the same zeal and efficiency as we approach our business. We make strategic long-term investments, which yield life-long positive change to the country. We chart aggressive goals and doggedly chase them to accomplishment. Our committed volunteers play on their strengths to eliminate weaknesses of the marginalised. And all our interventions are carefully chosen and crafted in alignment with current and future needs of the nation.

CSR

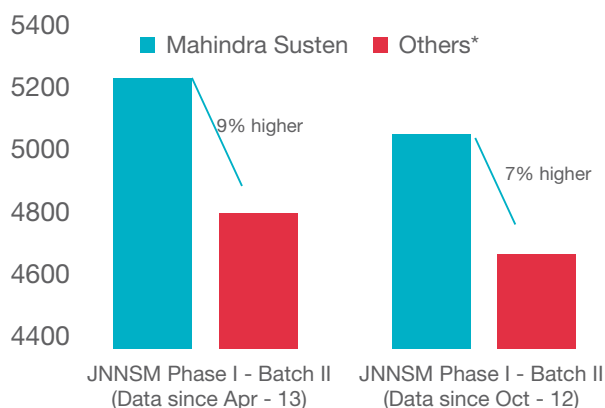
For Mahindra Susten, responsible business practices include being responsible for our business practices, products, engaging in responsible relations with employees, customers and the community. Hence for the company, Corporate Social Responsibility goes beyond just adhering to statutory and legal compliances. It is about creating social and environmental value for our key stakeholders.

We are committed to serve for the well-being of our Customers, Community and Employees.

Customers

Our performance has ensured continued customer satisfaction. Our Plants are reliable. For over 90 MW of Installation our Plant Uptime is greater than 99.7 %. They have been consistently performing better.

Generation: Average kWh/MWp/Day



Source: MNRE website. Govt. of India - Till Aug 2014
* Average of 9 other plants of same capacity

We ensure timely and quick construction for our customers - 30 MW has been completed in 128 Days, 23 MW in 112 days. A highlight to mention is Fonroche 23 MW, which was completed 90 Days before schedule.

Communities

Mahindra Susten has grown from 5 MW installed capacity in 2011 to 100 MW commissioned as of date with over 250 MW under execution. In order to execute these projects and to run them under O&M, it becomes imperative to earn the trust and confidence of the local community and its members. Mahindra Susten has continuously empowered the local people and engaged them various in project activities making them a part of mutual growth and development. We also take care of the health and safety of the local people.

Job Creation

Mahindra Susten has been constantly making efforts to empower and engage local people from neighbouring villages at project site during all stages of the project – Pre, during and Post execution of projects. At various stages of a project, we train and employ locals as much as possible. In the execution stage of the project, we trained people for various and skilled works such as civil construction/module installation / MMS (Module Mounting structure) installation/ boundary wall construction/civil works / cable trenching / cable laying work. So far Mahindra Susten has trained and utilised over 5000 locals for various projects over 40 sites across India. Attempts have also been made to ensure local inclusion and procurement of raw material from local markets as much as possible. Apart from this some technicians and engineers are also hired from the local areas.



Health and Sanitation

We took up several health initiatives to educate the local people regarding health and hygiene. Several lectures on general health awareness, personal hygiene and sanitation facilities are being organised on the theme of Swachh Bharat Abhiyan. Lectures on health and sanitation practices are conducted to educate school children and to bring about a behavioural change among them regarding personal hygiene. Lectures on first aid, heat stroke and artificial respiration are conducted to train the school children the procedures and steps to be followed in emergency situations. **503 boys and 228 girls** have been covered under this program from Oct 2014 to Jan 2015.



For the O&M activities, we trained locals for the upkeep of the plant. Module cleaning, vegetation removal and other routine activities pertaining to plant maintenance and support are being carried out by trained local people. Currently for the Rajasthan sector O&M employs a team of 20 locals for upkeep of the cluster of 45 MW PV plant cluster. We ensure local residents participate as both skilled and unskilled labour, apart from post project activities like water tanker provision, cleaning, etc.

Hamara Swasthya Hamare Haath

The recent swine flu outbreak has affected thousands of people around India with Rajasthan, Gujarat and Madhya Pradesh being the most affected states. These states have declared the outbreak as an epidemic. With many of our plants being situated in these states, we took it upon ourselves to play our part in controlling this epidemic. Thus, began the initiative: 'Hamara Swasthya Hamare Haath'. Under this program, the

local children are taught about basic hygiene practices that would prevent transfer of germs and diseases through regular washing of hands with soap. Hand sanitary kits were also distributed among children to facilitate them in following the sanitary practices that were taught to them. **240 boys and 120 girls** have been covered under this program till Jan 2015.



Industry Exposure to School Children

The engineers of Mahindra Susten working at project site locations often volunteer as teachers for the local school children. Lectures about Solar Energy are conducted at schools. Study tours to our solar power plants are also arranged for the school children to witness and learn about the functioning of a solar power plant. 155 boys and 73 girls have been provided industry exposure till date.





Sharing of Best Practices

Local police guards and officers are also being trained in military best practices through our ex-army personnel who is our Liasoning Officer.



Inclusive Infrastructure

We have also built and provided the residents of Rawra (a project site location) with a community centre, health centre, roads, street lights. While planning and designing the plant we ensure minimal disruption to the local community. For example, in Rawra a village road which fell in our plant boundary was retained, repaired and adequately lit to allow the road to run through the plant even though it added infrastructure cost to our team.





The impact of the above activities has been tremendous through employment generation, upliftment of standard of living and improved health and well-being for the local workers and their family members. There has been considerable reduction in incidents of theft and hatred towards outsiders. The impression of Mahindra among the local people has considerably improved due to the impact on the day to day life of the locals.

Employees

Employees are our most valuable asset. Our HR Policies guide the HR team members to play varied roles from being change agents, strategic partners, employee champions and administrative expert across the company. The HR strategy was updated to lead to more focused actions that supported strategic priorities. The Company designed and executed HR initiatives with the objective to enhance organizational effectiveness, shorten timelines, improve teamwork and enhance the customer experience. Some key people practices and initiatives implemented in FY 14-15 comprised the following: talent acquisition, talent development, talent engagement, talent management, employee benefits, Corporate Social Responsibility (CSR) and employee welfare.

Diversity and Inclusion

Our employees are a bridge to our customers. So it's important that they feel encouraged to contribute their unique insight and skills to help us in their growth. Diversity impacts everything from our ability to attract and retain great talent, to our ability to help our clients succeed, to our overall reputation. A diverse workforce comes with diverse needs and values. A non-inclusive workplace leads to conflicts and under productivity. Hence, it is imperative to acknowledge the differences and unique identities of all employees to leverage the power of diversity.

Diversity and Inclusion is not a finite goal; it is a journey that requires constant self-assessment and recommitment. Thus, the Diversity and Inclusion Committee was instated by Mahindra Partners to induct, train & influence all management levels on Diversity and Inclusion matters.

Under the umbrella of the Diversity and Inclusion Committee and several self-initiated policies and practices, Mahindra Susten has been working for Diversity and Inclusion.

At Susten our diversity priorities are focused on 1. Gender 2. Generation 3. Differently abled. Having diversity is just one part of the story; how well that diversity works together is the key. Hence comes the need for an inclusive workplace. Diversity and inclusion represent incredible business and economic potential

Gender

Inspite of having large number of women at entry level, the number drops significantly as the grade progresses. At Susten dedicated efforts are in place to encourage women to come at work with their complete self as daughters, wives and mothers. Programs around mentorship, networking and Industry experts' talks motivate and support women in their journey towards leadership.

Maternity is often seen as a hurdle in women's career progress. Organization's failure to create an inclusive environment for working mothers results in leaking Human Resource pipeline costing the company a valuable resource. Recognizing the dignity of motherhood and fatherhood, Mahindra Susten has implemented employee friendly leave policy for maternity, paternity and adoption.

Maternity Leave

Instead of the obligatory 84 days, female employees in confirmed services would be eligible for 96 working days of Maternity Leave at Mahindra Susten. This works out to be around total 19 weeks of leave considering 5 working days in a week. This leave can be availed twice in a female employee's entire service period, with full pay.

Paternity Leave

Being a father is equally an important event in a man's life which requires due recognition. Recognizing this, even though there is no regulatory obligation confirmed male employees are entitled to 5 days of Paternity leave, which can be availed up to 2 times in an employee's life cycle.

Adoption Leave

Realizing the needs and support that adopting parents have, female employees are entitled to 6 weeks of leave from the date of adoption, whereas male employees are entitled to 5 days of leave from the date of adoption. This can be availed up to 2 times in the life cycle of an employee. Along with this, the employees are also provided with support systems such as counselling, parenting workshops and flexible work arrangements. Telecommuting, or working from home, is also allowed as per the necessity. Such support systems enable a smooth transition while re-joining the work.

Generation

Mahindra Susten is a young organization with average age of 29 years. To stay competitive in job market, pay scale is no more a differentiator. Organization needs to be cognizant and accommodating of varied needs, values and expectations younger generations have from a job.

Sabbatical Policy

The younger generation is known to be passionate for various fields of activity and not just their work. They are known for multi-tasking with varied fields of interest. Mahindra Susten aims to allow employees to take productive breaks from work to focus on their passions and areas of interest, which are otherwise neglected due to work pressures. Hence, Susten has adopted a Sabbatical policy which allows the employees to take a sabbatical leave for a maximum of 3 months. This helps in stimulating innovation and productivity.

Fitness

In today's fast-paced world, juggling work and your personal life and maintaining your health and fitness can feel overwhelming. We have ensure that our employees and workers are provided the freedom and opportunities to work on their fitness. At the Head Office, a Gym with modern equipment & dedicated trainer facility has been installed which is open 24 hrs for the employees to make use of. A Recreation zone with Caroms and TT table has been set up in the cafeteria for fun and amusement. Even at Project sites, a Volleyball ground and gym facilities have been built to engage the permanent employees, security personal and contract employees in sports for fitness.





Differently Abled

Conscious efforts are being taken at Susten to onboard and include differently abled candidates. A conducive and welcoming work environment has been presented for special abled employees. We have 2 highly capable, hearing impaired candidates on board with us with job roles crafted to let them optimize their full potential. Their contribution has been consistently driving the growth of their respective departments.

The initiatives taken up for Diversity and Inclusion have not only fostered a favorable and friendly work environment, but has also represented incredible business and economic potential. It unleashes maximum potential of every individual, frees them from the dilemma of work life balance and makes them confident to bring their entire self to work. Innovation and productivity has continuously spurred through the integration of various perspectives. Diverse perspectives linked with a common purpose has driven innovation and growth for our company.

Health & Safety

Workers should be able to work in an environment which protects and promotes their health. Improving health and well-being opportunities in a work setting helps employers and employees create workplaces that support healthy choices and well-being.

Safety and health of workers has a positive impact on productivity and reduces costs related to absenteeism, lost productivity, turnover, workers' compensation and medical and disability claims, as well as improving the employer's image as a positive and caring organization.

Mahindra Susten has gone way beyond the basic rights and obligations that have been set in form of legislations for both the employees and employer under the Safety, Health and Welfare at Work Acts, 2005 and 2010 by undertaking several Health and Safety initiatives for its employees and on-site laborers.

Preventive Measures

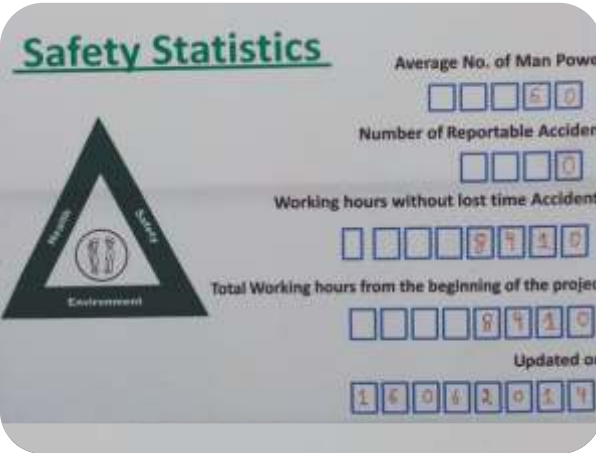
Preventive health measures are an important part of our health promotion efforts. They help in diagnosing the health condition and also make efforts to develop a positive health conscious culture.

Annual Health Checkup For Employees And Spouse

Good Health is not something we can buy, however it can be an extremely valuable savings account. Believing in this statement, Mahindra Susten conducts annual health checkups for employee and spouse. The test results are shared with the employee and his/her spouse so that they can take necessary preventive or remedial actions for the well-being of their health.

Medical Health Check-up Camps For Workmen And Laborers

To look after the health of the workmen and their family members at project sites, medical check-up camps are being organized by Susten. These medical camps are being organized in tie-ups with nearby hospitals. A holistic medical check-up is done including, eye, blood pressure, blood, urine and pediatric tests.



Weekly Health Beat mailers

Living under unnatural work related pressures causes a myriad of psychological, social and physical ailments. But, many people might be unaware of simple methods that can be practiced to improve their health. To create awareness among the employees about the importance of health and fitness and ways to improve them, Weekly Health Beat mailers are circulated among the employees.



Post Treatment Support

Through our Medical and Mediclaim Policies, we aim to provide monetary support to our employees and their family members for their medical expenses. These Policies provide medical reimbursement for domiciliary medical treatment expenses as well as expenses incurred due to disease, illness or accident. All employees and their immediate family including parents can avail this scheme. Under the Mediclaim Policy, the insurance premium for employee, spouse and 2 children will be borne by the company. However, the insurance premium to cover parents in this policy will be borne 50 % by the company and 50 % by the employee.

Health talks by experts

Occasionally sessions are held by special doctors to educate employees about relevant lifestyle diseases and necessary preventive measures that can be taken to avoid them.



Session by Gynaecologist Dr. Sangeeta Agrawal on women health and lifestyle



Safety

We are an IMS certified company with ISO 14001-2004, ISO 9001-2008 and OSHAS 18001-2007 certifications indicating our credible Occupational Health and Safety standards. All our offices are safety compliant with well-trained employees through Mock Drills.



We also conduct several safety programs at our project site locations to train our workmen on safety practices.



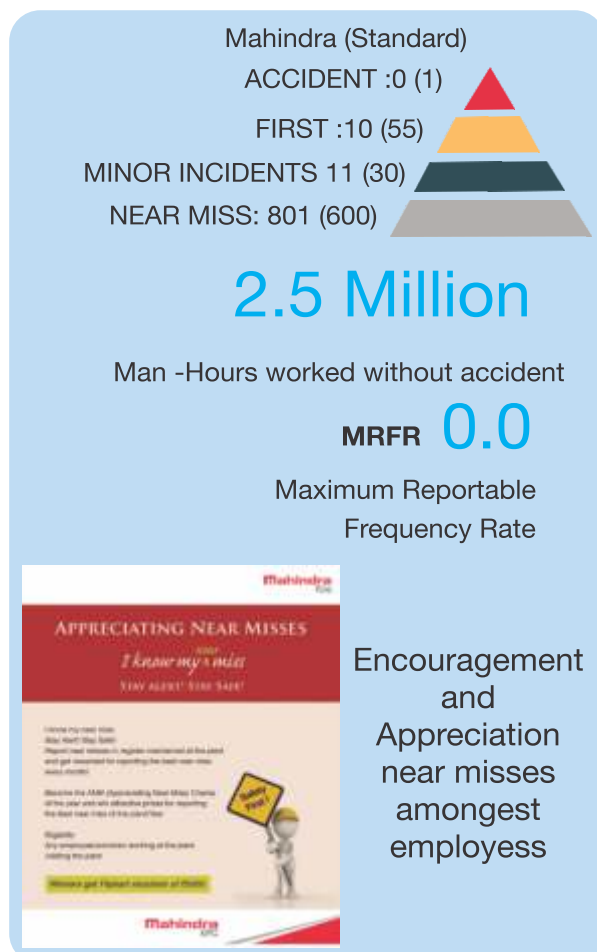
Appreciating Near Misses

Safety Pyramid data regarding near miss, minor incidents, first aid instances and major accidents is captured and analyzed on a regular basis. There have been 0 reportable accidents till date. Our Safety Pyramid figures as benchmarked against industry standards are as follows:

We regularly monitor near misses to avoid reportable accidents. We have created a culture to encourage employees to report near misses and take action on time through a reward and

recognition program “appreciating near misses”. The road towards absolute safety is ever-changing and never-ending. It is also a path of continuous learning. Believing in the statement, we engage with employees on our Safety Policies and procedures through safety trainings for all our officers as well as workmen. Training Programmes include Safety Induction, Standard Operating Procedures Training, Fire-Fighting Preparedness, Emergency Response Training and First Aider Training. All our work sites are ensured to be safety standards compliant with personal protective equipment being provided to the workmen wherever and whenever required. Creating a safe work environment helps to retain staff and maximize productivity. It also helps to avoid unnecessary costs and damage to the business caused by workplace injury and illness. Successfully managing health and safety issues to the lowest possible risk levels is integral to the way we do business. We continually evaluate our health and safety principles and procedures throughout our operations.

These initiatives have not only ensured better Health and Safety for our employees and workmen but have also instilled confidence and strengthened the belief of the employees in the company.



Case Study – Nidar Beti- Self Defence training for girls and kids

Close to 1.5 lakh women become victims of various crimes annually, as per reported cases. Further, an estimated 5 crore women face mental and physical cruelty. Social evils begin at the womb with female feticides, infanticides and continue with sexual harassments, rape and dowry related tortures. The Nirbhaya incident of 2012 united the nation in grief and anger. Among the outcry for stringent punishment for the accused, there was also a general consensus, especially among women, that self-help is the best help when dealing with molesters. Though the self-defense training is much easily available in metro cities of the country, it is not that common in tier-II or tier-III cities. It is much less common or even non-existent in most of our villages.



Self-defense is a subject whereby the mind, body, and emotions must be developed. As it is said, Self-defense is 90% psychological, mustering the courage in case of emergencies is needed and the training that is imparted does exactly this by instilling confidence in the participants. Our initiative has been so successful that nowadays school children have been approaching us directly asking us about the program and trying to register themselves for the same.

The state of affairs in remote rural areas is even worse. As a matter of fact gender-based discrimination and societal behavior leading to physical and psychological harassments, emotional violence bordering on cruelty is never scant in a rural woman's basket of woes. Many cases of harassment go unreported or unregistered. Thus, it is very important for rural women to learn self-defense for their own safety and survival. There hasn't been much implementation of Self defense programs in rural areas. Understanding the need for such self-defense training for rural girls, taking a step towards fostering a safe and empowered environment for girls and children, the program "Nidar Beti" was launched by Mahindra Susten. Our own Susten employee who himself is an ex-serviceman was instrumental in training the participants in self-defense including mental awareness and various combinations of techniques using block, punch and kick.



This program has garnered appreciation from the Additional District Magistrate, police personnel, village residents and the school children. We have successfully covered 470 boys and 874 girls till Jan 2015, boosting their sense of safety and self-confidence.

Case Study: Product Innovation DG PV Hybrid Solution: Mahindra Sun MACX™

India has a great potential to accelerate the use of its endowed renewable resources to power its growing economy with a secure and affordable energy supply. The total potential for renewables in India, as per the Ministry of New and Renewable Energy (MNRE), is around 245 GW, while the current installed capacity is around 34 GW. India's use of its indigenous renewable resources will reduce its dependence on imported, expensive fossil fuels. Increased competition for limited fossil resources is projected to push prices up, while increased deployment of renewable technologies pushes prices down in line with technology improvements and economies of scale. Solar power has emerged as a viable alternative to diesel power generation for industrial and commercial units that run diesel gensets to meet their power needs. As a distributed and scalable resource, PV DG Hybrid Systems are well suited to meet the need for power in remote areas that lack grid and road infrastructure and industries where power outage is frequent.

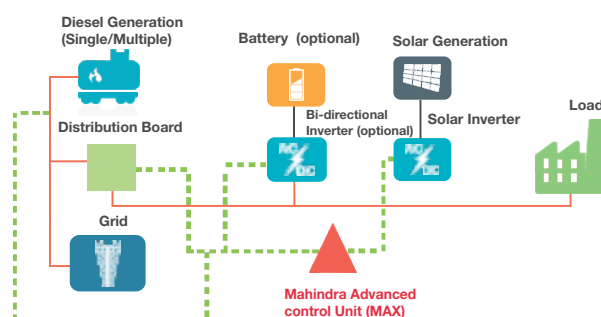
PV DG Hybrid System

The diesel genset option is a reliable source and has a low capital cost but suffers from increasing fuel prices; meanwhile solar energy is an intermittent energy resource, which requires storage when not used during generation time (daylight hours) and implies a high upfront investment cost but low operating costs. Combining both technologies makes it possible to offset some of these limitations. The hybrid system adopts an environmental-friendly technology whereby the diesel generator is used discontinuously. Hybridization significantly reduces fuel consumption, improves genset performance, reduces genset usage and thus extends its lifespan. Present solutions for DG PV hybrid systems in international market are either limited for Solar to DG ratio, vendor specific or expensive. Domestic solutions are offerings in small scale systems of less than 20KW range.

Mahindra Sun MACX™

The primary aim of the MACX™ system is to help maximize the usage of solar energy connected to a hybrid system comprising of PV panels, battery and grid/ D.G. Mahindra Sun MACX™ is independent of Inverter, DG, Battery make and its capacity. MACX™ is the central component of the Mahindra Susten solution for hybrid systems consisting of PV and fossil-fuelled gensets. It ensures the demand as well as source-oriented control of the photovoltaic system dependent on the plant's load

and genset characteristics. Thus the gensets operate in a reliable and stable state even with high levels of PV. With MACX™ intelligence, the system can maximize solar utilization without throttling.



Advantages

Certain distinct advantages of MACX™ are as below:

- Almost every requirement in hybrid systems is unique, so there has to be a good degree of customization in every installation. Any inverter / systems manufacturer will tend to charge a good premium for such customization. MACX™ gives the flexibility to choose any inverter, D.G and storage solution for a particular system.
- It opens a doorway into product development for smart grids and self-sustainable households.
- It also offers scalable energy systems from 2 KW to MW scale projects for remote residential, industrial, commercial and hybrid installations.

Case Study: Water conservation through innovation in module cleaning process

Define

To reduce the water consumption at our solar plants especially during module cleaning.

Measure

On measuring the water consumption for module cleaning, we realized that we are utilizing around 3 lakh liters of water per cycle of module cleaning. Average consumption of water per square meter of area is 1.61 liter.

Analyse

It was observed that during the cleaning of modules a lot of water is wasted on the ground. This was due to sub optimal condition of cleaning & technology used.

Improve

Module cleaning process has been optimized so that wastage of water on ground could be reduced.

The improvements in the module cleaning methodology were:

Variation (Increase) in the speed of tanker movement.

Nozzle is replaced with shower as water droplets falling on the modules with shower cover more surface area than nozzle spray.

Change in the frequency of cleaning based on seasonal impact

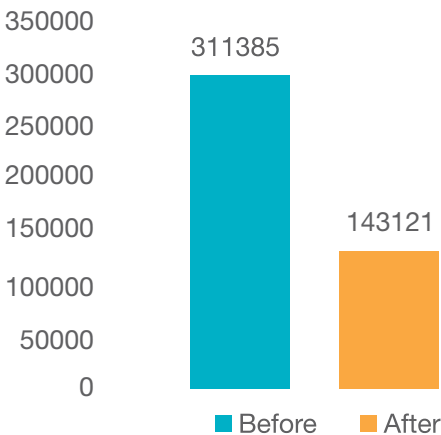


Shower (New Method)

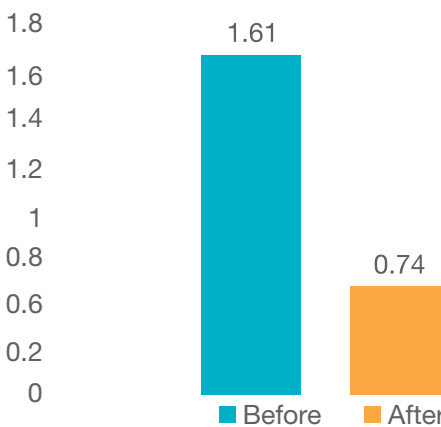
Control

By adopting this methodology, the average consumption of water per square meter area has reduced to around 0.74 liter. The water consumption per cycle has drastically come down from around 3 lakh liters to around 1.4 lakh liters. The level of water consumption achieved has been controlled and maintained since the past one year.

Water Consumption per cycle LITRES



Average Water Consumption per sq.mtr. LITRES



Case Study – Local community development through positive inclusion

Most of our solar utility scale plant sites are located in the remotest of locations deprived of social, economic or educational support systems. The situation was similar when we entered the region in Morena District, Madhya Pradesh and nearby villages of Hullpur and Ladpur. With most of the residents of the area being below the poverty line, malnutrition, especially amongst children was a common phenomenon. The literacy rate in the villages was very low. Though Government Schools for primary education existed, but they were almost in a dilapidated state with no toilets, broken compound walls and classrooms with no lighting facilities. Owing to these conditions, the attendance of students in the school was dismal. Being uneducated and closed off from the rest of the world, the mindset of the people was also very rigid and highly resistant to change.

Following the philosophy of our honorable Prime Minister, Mr. Narendra Modi that “The Poor need empowerment not aid to fight poverty”, each and every activity during our project execution has been inclusive of the local people empowering and engaging them through employment generation, upliftment of standard of living and improved health and well-being for the local workers and their family members. The inclusive activities that we carried out were not based on any obligation but due to the realization of the inherent need.

To facilitate education we built toilets, renovated the school building and its premises. We also set up health camps for the local workers, their families and school children. During the project construction phase, the local people were hired as Un-skilled and Semi-skilled daily laborers and Security Guards.

	No. Hired	% hired locally
Dally Labores	210	100%
Security Guards	12	92%



Local police guards and officers are also being trained in military best practices through our ex-army personnel who is our Liasoning Officer. This program is being highly appreciated by the police officials and has helped in developing a healthy relationship with them.



Post the construction phase, there is a large scope for employing local people for the upkeep of the plant, Module cleaning, vegetation removal and other routine activities pertaining to plant maintenance.

Highlighting a specific instance, at our project site in Ladpur, there were a number of stones and boulders that needed to be removed for setting up the plant infrastructure. For breaking and transporting of the boulders, instead of hiring JCBs and Proclainers, we employed and paid local villagers This turned out to be a win-win situation for both our company and the local villagers.

With the employment and livelihood that our company was able to generate for the local people, their living standards and economic condition are coming up. With the booming solar energy market in the region, many solar power plants have been planned to come up under the 2nd Phase of Jawaharlal Nehru National Solar Mission. The skill development programs that were conducted while the local workers were working for us along with the experience that they gained would certainly act as a stepping stone to further their career and generate income for them and their families.

These activities have not only led to the welfare of the community but has also let us have smooth operations and given us an edge over other competitors in this highly competitive business environment. We also observed a drastic change in their behavior, attitude and way of thinking. They displayed a positive outlook towards developmental projects and appreciated our efforts for the improvement of their standard of living.

The Company welcomes feedback and suggestions on this Report which may be communicated to Ms. Himani Kumar, Sector Champion Sustainability at kumar.himani@mahindra.com



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