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# Transmitting Power. Distributing Hope

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Integrated value chain of Adani Group has three components: Resources, Logistics and Energy.  
Adani Transmission is part of Energy business vertical.



## Resources

Our Resources business is the largest coal importer in India apart from being the largest thermal power producer in the private sector. We develop and operate mines in India, Indonesia and Australia as well as trade in coal across countries. Plans are in place to expand into Oil and Gas exploration.



## Logistics

Our Logistics business is an integration of three verticals – Ports, Logistics and Special Economic Zone (SEZ). We have a pan-India presence in ten locations with Mundra port in the Gulf of Kachchh as India's largest commercial port.



## Energy

The group has a diversified and a strong presence in the energy sector. We have built India's largest and the world's top 5 single location thermal power plant at Mundra. Transmission has set up around 5050 ckt kms of transmission network in less than 4 years to ensure seamless distribution of power. With a mission of becoming a world leader in renewable power generation technologies, we are venturing into solar power generation and PV equipment manufacturing. Adani Gas is developing networks to supply the Piped Natural Gas (PNG) and Compressed Natural Gas (CNG) to the transport sector.

# Transmitting Power. Distributing Hope

Transmitting power from one location to another until it reaches those currently in the dark delivers hope for an enlightened future. Access to a reliable and affordable source of power is in fact the first step toward distributing hope, as it unlocks the delivery of services related to healthcare, education and livelihoods.

Today, it is estimated that as many as 76 million households in India lack access to electricity, resulting in the absence of a level playing field for economic opportunities and development.

The quest for access to energy in order to unleash economic growth and secure environmental sustainability increasingly suggests the importance of developing modern and reliable transmission infrastructure across the nation.

At Adani Transmission Limited, we are committed to connecting India grid by grid and expanding our transmission network to enlighten and illuminate lives.



Sustainability Report 2015-16

CEO statement..... 6

About the Report..... 10

About Us ..... 14

Corporate Governance..... 20

Economic Performance..... 26

Health and Safety ..... 28

Environment..... 30

Human Resources ..... 34

Corporate Social Responsibility..... 40

GRI Index : 'in accordance - core' ..... 45





## CEO's Statement

**Deepak Bhargava**  
Chief Executive Officer  
Adani Transmission Limited

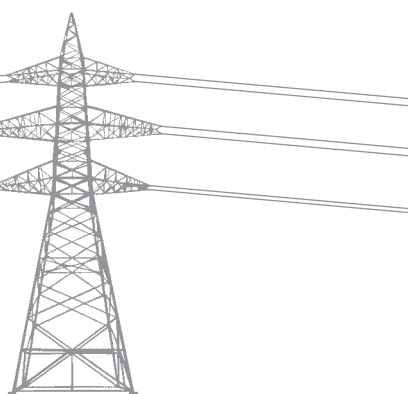


We are cognisant of the need to conserve the natural resources and are careful about eco-sensitive zones, archaeologically sensitive receptors, wildlife sanctuaries and densely populated areas.

I am pleased to present Adani Transmission Limited's first corporate sustainability report in line with the 'in-accordance CORE' requirements of the GRI G4 guidelines on sustainability reporting.

FY 2015-16 was the first year of operations for Adani Transmission Limited following the demerger from Adani Power Limited. As a part of the USD 10 billion Adani Group, we have ingrained the same core values of Courage, Trust and Commitment and follow a culture of PRIDE - Passion, Results, Integration, Dedication and Entrepreneurship. With over 5,050 ckt km of transmission lines and 12000 MVA of transformation capacity in operation and another 1,667 ckt km under construction, we are one of the largest private sector transmission company in India.

The power transmission sector in India is well poised for growth with the opening up of this sector for private participation, introduction of tariff-based competitive bidding, delinking of transmission planning from generation planning and an overall enabling policy landscape. Capitalizing on this Adani Transmission has ensured an industry leading performance of achieving more than 99.50% availability in the reporting year. As our transmission network grows, it will be our continuous endeavour to maintain our network availability



performance and thereby serve our customers better. Best-in-class O&M practices and a quest for excellence helped us ensure a robust financial performance in 2015-16. The top line and bottom line for the year were INR 22.67 billion and INR 3.58 billion respectively.

We have set an ambitious target of building operation assets of 13,000 ckt km by 2020 and plan to achieve that with agility. In 2015-16, we participated in India's first-ever acquisition in the transmission sector by acquiring the operational assets (of around 397 ckt km) of Maru and Aravali Transmission Service Company in Rajasthan. At the same time, we have been successful in winning various projects on a Build, Own, Operate and Maintain (BOOM) basis amounting to about 1,667 ckt km. We are progressing well on our target and endeavour to achieve that as planned. Some of our other key achievements include:

- We are the first and only private sector player in India to secure an international investment grade rating in the Indian power sector
- We own and operate India's only private inter-state HVDC transmission system (about 1,000 km) with a maximum evacuation capability of 2,500MW
- We are the first private sector company in India to execute 765-kV transmission lines and substations
- We have state of the art technology in designing of transmission systems

We strongly believe in sustainable development and hence, it was a collective call to publish a sustainability

report right from the first year of operations. While we were busy fixing the nuts and bolts of our operations, we deliberated internally on material sustainability aspects as well. We are in the process of setting up our systems and hence, this year we focused on adopting an inside-out approach to materiality. Our material issues were finalised after a series of internal deliberations including Board of Directors. Going forward, we plan to further strengthen our stakeholder engagement process in developing a more robust materiality approach.

Our people are our biggest strength and differentiate us from other companies. They are solely responsible for responsibility towards their development. We treat our contract workforce at par with our employees. Having earned the 76th position on the Great Place to Work Survey - 2015, we believe this is both an honour as well as a responsibility towards our human capital. We shall continue to live up to the standards with renewed vigour and fresh alignment.



**We are India's first private sector player in HVDC transmission system**

Our business is dependent on contractor workforce and we take responsibility towards their development. With the increasing complexity of doing business, we have recognized the need to strengthen our HR systems and processes. We have invested significantly in developing a strong leadership potential across the company and enhancing people capabilities through a state-of-the-art learning management system. Our Group has partnered with Massachusetts Institute of Technology (MIT), USA, as part of Industrial Liaison Program (ILP). We have also developed a Centre of Excellence for Human Resources to offer fundamental support in business strategy across regions, with a focus on nurturing leaderships. Our concern for the growth and well-being of our employees is also extended to their families through various employee welfare programmes.

While the transmission business is not critically polluting, the transmission lines do have localised impacts on natural resources and local communities, whenever these lines pass through such areas. We are cognisant of the need to conserve the natural resources and avoid ecologically sensitive areas, eco-sensitive zones, forests, sanctuaries, national parks, biosphere reserves, Coastal Regulation Zones (CRZs), farmlands and local

**Our Goal is to Achieve 13,000 ckt. kms of Transmission Network by 2020**







## Health and safety is critical for sustainable growth of our business

communities to the extent possible. Our approach to risk management in operations is framed on the basis of precautionary approach. We undertake a robust survey before executing all the projects as a standard procedure.

We have a high safety risk by virtue of the nature of our operations, thereby embedding health, safety and security within our DNA. We ensure strict adherence to industry-best practices across our operations and strive to improve our occupational health and safety performance to create a safe and secure workplace. We have implemented systems across our operations to identify and manage hazards, risks and emergencies, and we are proud to observe no major incidents during the year. All our employees actively participate in the management of occupational health and safety, and are provided with regular training on health, safety, security and, emergency preparedness. At Adani Transmission Limited, safety has also been placed at the forefront of training, ensuring that each employee has the appropriate knowledge specific to prevention of injuries in their role. The safety training workshops are also extended to contractors to help reduce the number of health and safety incidents across our value chain.

Our CSR programmes are implemented through the Adani Foundation, which fosters grass-roots economic growth in the regions we operate. Through the Adani

Foundation, we empower grass-roots communities by implementing impactful development initiatives across education, healthcare, sustainable livelihoods and rural infrastructure segments. In the area which we operate relentlessly work with an approach that embodies innovation, people participation and collaboration with key stakeholders.

I am happy with our first year's performance across all dimensions of sustainability. The transmission industry in India is on its way to experience a never-seen-before impetus on account of the nation's visionary plans. Adani Transmission Limited is well placed to achieve its targets in a responsible and sustainable manner. ■



The Transmission Industry in India is on its way to Experience a Never-Seen-Before Impetus on account of the Nation's Visionary Plans





## About the Report

**Santosh Kumar Singh**  
Chief Sustainability Officer  
Adani Transmission Limited



We're committed to proactively work towards protecting the environment.

This report provides detailed information on our business practices across economic, social and environmental perspectives—in line with the 'in-accordance CORE' requirements of the GRI G4 guidelines on sustainability reporting.

The report content has been guided by stakeholder inclusiveness, sustainability context, materiality and completeness. The report contains disclosures on identified material aspects of Electric Utilities Sector Disclosure (EUSD) and covers the performance for the financial year (FY) 2015-16. This being our first sustainability report, there are no restatements and no change in the scope and boundaries of the report. Castor oil trading is not covered in this report. We intend to publish our sustainability performance on an annual basis.

This report covers our Indian operations and includes the subsidiaries Adani Transmission (India) Limited, Maharashtra Eastern Grid Power Transmission Company Limited, Chhattisgarh-WR Transmission Limited, Raipur-Rajnandgaon-Warora Transmission Limited, Sipat Transmission Limited, and Adani Transmission (Rajasthan) Limited. There were no significant changes in ownership during the reporting period.

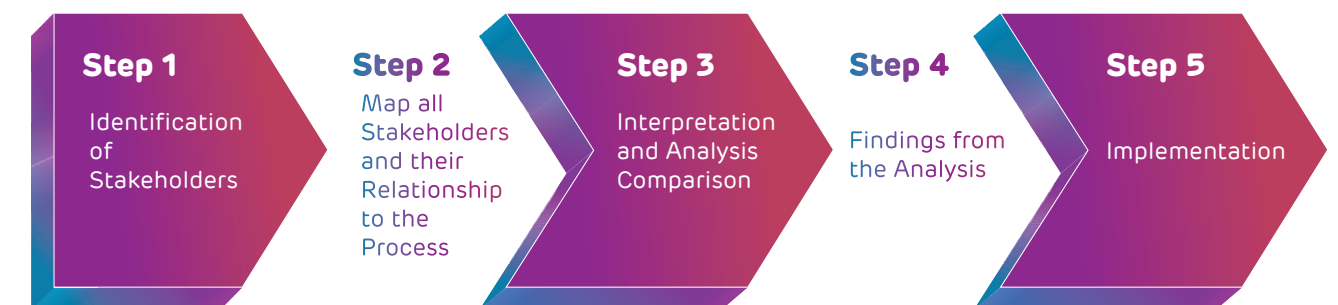


### Stakeholder engagement and materiality assessment

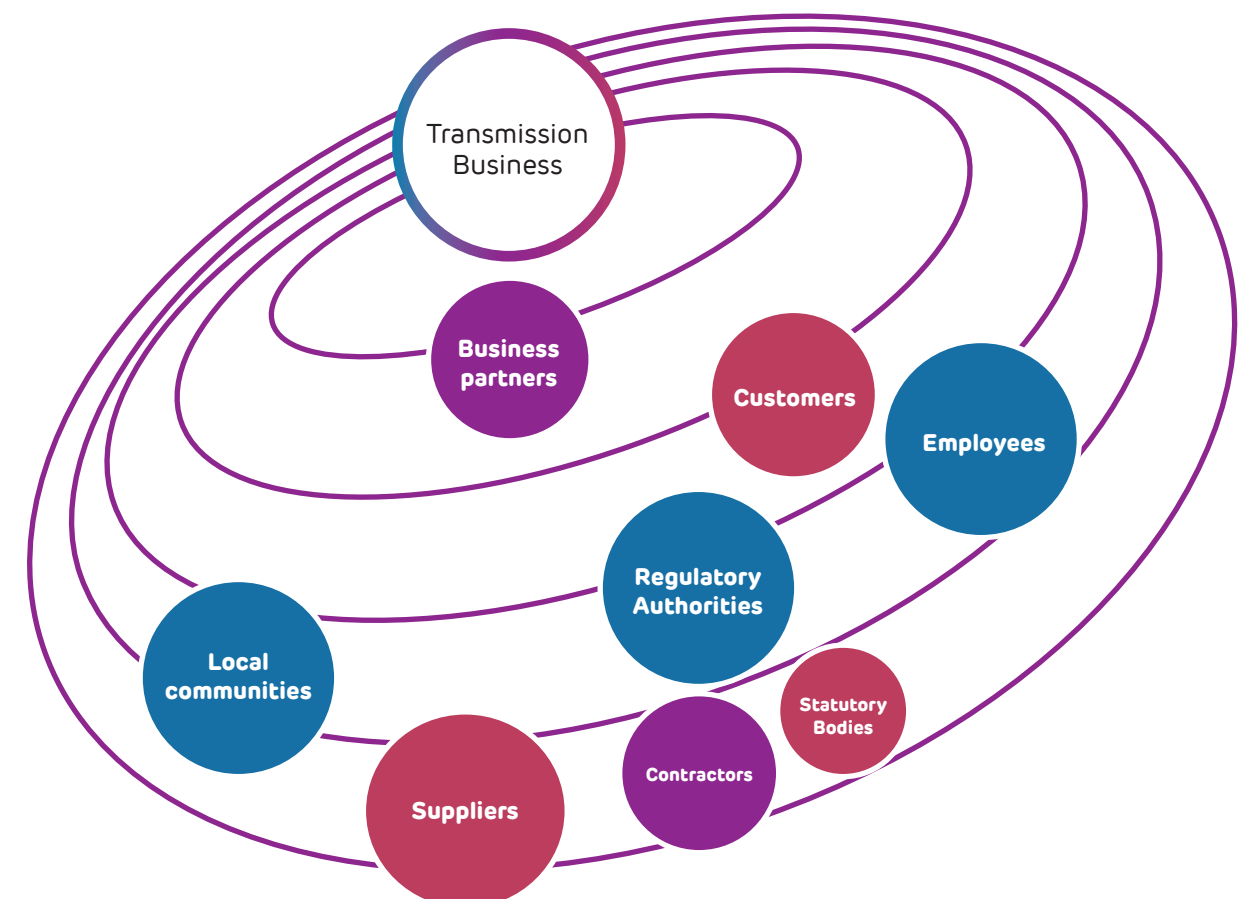
Our priority this year was to identify key focus areas and this was achieved by involving key internal stakeholders including some of the Board members.

### Our Stakeholders Engagement Approach

We recognise our accountability to stakeholders and acknowledge that our success depends upon understanding stakeholder interests and needs. Our endeavour is to find common and acceptable solutions in collaboration with them.

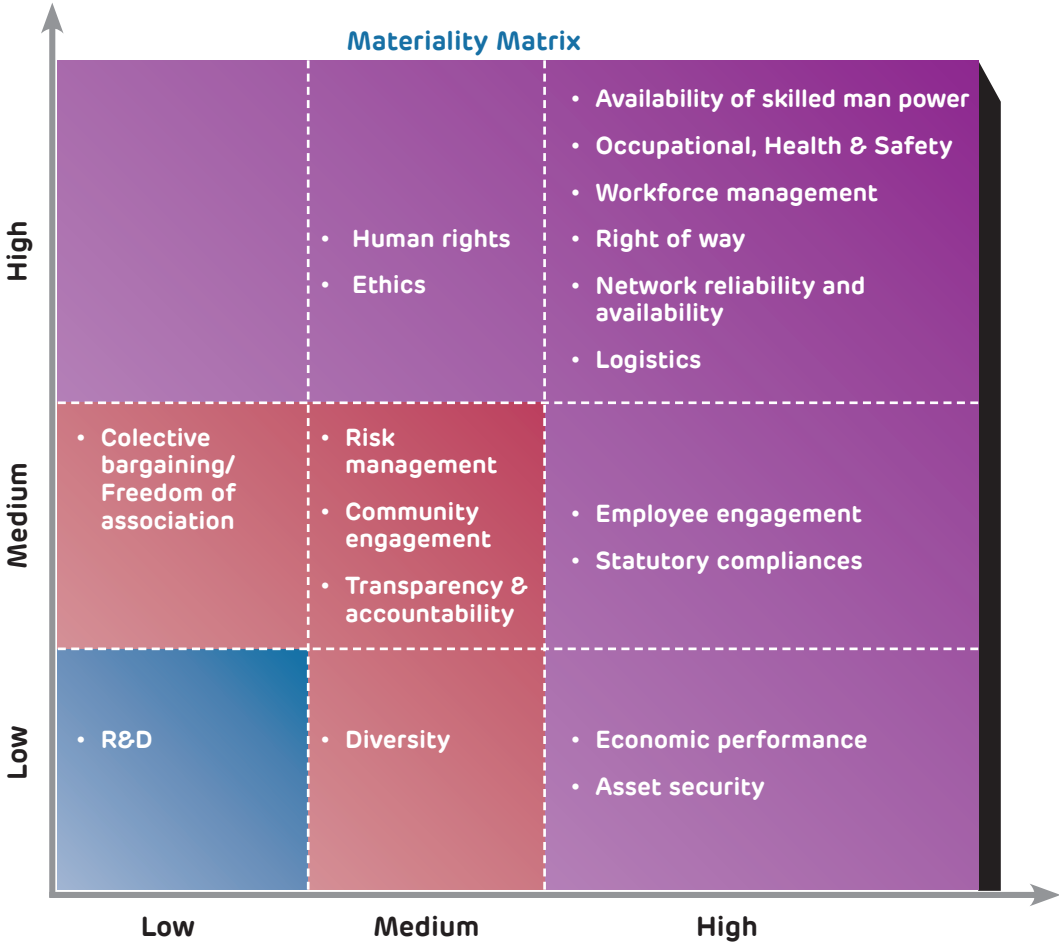


### Our Stakeholders Engagement Approach





Our material issues were finalised with the senior management after a series of internal brainstorming sessions. The following materiality matrix was developed by prioritising a large list of sustainability issues on the basis of their impact on Adani Transmission Limited's operations and (projected) impact on external stakeholders:



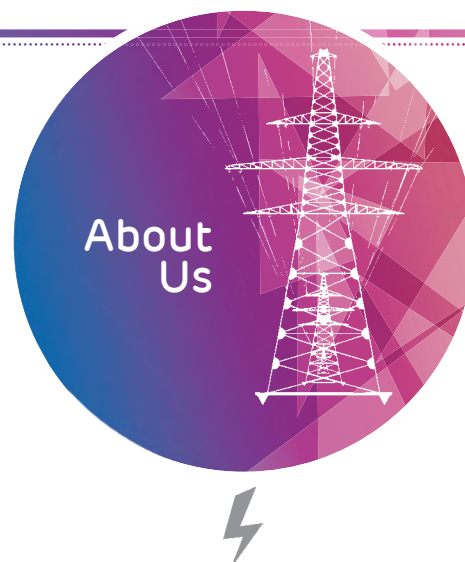
I would like to thank all of our stakeholders for being a part of our growth story. Those who have worked with us will know that what defines us is our commitment to our values and principles. We ensure that we continue acting responsibly to respect and improve the lives of people that we engage with and impact. Going forward, we will continue to involve our stakeholders in everything that we do to lead a sustainable growth ahead. ■

I invite your feedback and queries at [cso.transmission@adani.com](mailto:cso.transmission@adani.com)



About Us





We strive to address the vast potential across India's transmission sector.

Adani Transmission Limited (ATL) is the largest private sector power transmission company in India with over 5,050 ckt km of operational transmission lines across the western and northern regions of India, along with more than 12,000-MVA transformation capacity. We are the first and only private sector player in India to secure an international investment grade rating in the Indian power sector. We strive to address the vast potential in India's transmission sector. India has a growing appetite for power at one end and a dearth in power transmission capacity on the other.

We have responded to this vast national opportunity with corresponding urgency: a vision to an ambitious target of 13,000 ckt km of transmission lines by 2020 to help the country deliver power to the 'last mile'.

#### Some highlights:

- First HVDC system constructed and commissioned by the private sector
- We have developed state of art technologies in operation & maintenance like
  - > Fixed Series Compensation (FSC)
  - > Development of in-house

Hot Line Washing System for cleaning insulators

- > Remote operation of a 765/400 KV substation
- > Inspection of transmission lines using Unmanned Aerial System (UAS)/ drones
- > Development of an indigenous system to monitor and prevent conductor theft on the electrode line at Mohindergarh terminal.
- Won bids to develop four new transmission systems
- Consistently operating at a greater than 99.5% availability of HVDC and more than 99.8% for the AC system

#### Our Vision

To be the globally admired leader in integrated Infrastructure businesses with a deep commitment to nation building. We shall be known for our scale of ambition, speed of execution and quality of operation.

#### Our Values

- **Courage:** we shall embrace new ideas and businesses
- **Trust:** we shall believe in our employees and other stakeholders
- **Commitment:** we shall stand by our promises and adhere to high standard of business

#### Our Culture

- **Passion:** Performing with enthusiasm and energy
- **Results:** Consistently achieving goals
- **Integration:** Working across functions and businesses to create synergies
- **Dedication:** Working with commitment in the pursuit of our aims
- **Entrepreneurship:** Seizing new opportunities with initiative and ownership

#### Our footprint

We execute our businesses as a transmission utility and EPC contractor for transmission lines. Accordingly, the organisation's design is therefore based on O&M (representing the utility segment) and Projects (representing the EPC segment).

#### Operations & Maintenance (O&M)

We are a technology leader, creating modern transmission technology based assets for the Nation, backed with competent O&M support.

**ATL has a competent O&M Team which manages the following portfolio:**

- **Mundra-Dehgam**

**Transmission System:** This is our first transmission project, a 400-kV double circuit transmission system in Gujarat, from Mundra to Dehgam (433 km), with an intermediate switching station along with 40% Fixed Series Compensation (FSC) at Sami, commissioned in 2009.

- **Mundra-Mohindergarh Transmission System:** This is India's first private  $\pm 500$  kV high voltage direct current (HVDC) transmission system (989.74 km). This HVDC transmission project is the largest of its kind, traversing three states—namely Gujarat, Rajasthan and Haryana. This line carries affordable electricity from the Mundra power plant in Gujarat to Mohindergarh in Haryana. An HVDC line can transmit bulk power over long distances in a single hop over a single transmission line with minimal system loss. The line was commissioned in 2012.
- **Mohindergarh – Bhiwani & Mohindergarh – Dhanoda Transmission System:** Catering to the power deficit in the state of Haryana, two indigenous 400 kV double circuit transmission lines were constructed and commissioned in 2012; one from Mohindergarh to Bhiwani (50km) and the other from Mohindergarh to Dhanoda (5km)
- **Tiroda-Warora Transmission System:** The 400-kV Tiroda-

Warora quad double circuit transmission line (219 km) was commissioned in 2012. As a major evacuation line from the 3300-MW power plant at Tiroda under license granted by the Maharashtra Electricity Regulatory Commission.

- **Tiroda-Koradi-Akola-Aurangabad Transmission System:** This is the first 765 kV transmission system (around 580 km) commissioned by a private player in India. The system consists of two 765 kV single circuit transmission lines from Tiroda to Aurangabad along with intermediate grid substations at Koradi and Akola. Both the circuits were fully operational by March 2015.

#### Engineering, Procurement and Construction (EPC)

In its contribution towards nation building, ATL has taken up construction of various projects through the EPC route.

**The following are some of our success stories:**

- **Mundra-Zerda Transmission System:** ATL has executed Gujarat Energy Transmission Corporation's (GETCO's) INR 3 billion 400 kV double circuit transmission line from Mundra to Zerda (333 km), which was commissioned in 2015-16.
- **Netra - Bitta Transmission System:** A GETCO transmission line project, this 66 kV transmission line

of around 20 km, along with two 66kV feeder bays at 66 kV Netra substation was commissioned in 2011.

- **Kawai-Chhabra Transmission System:** As a EPC player, we have built 400 kV Single Circuit (Twin Moose) Transmission line from Kawai STPS to Loc. 69 of Chhabra - Hindaun line (16 km) of Rajasthan Board & it was successfully commissioned in Dec'2012.
- **Vadavi - Shantigram Transmission System:** This consists of a 66-kV double circuit transmission line (around 17 km), associated substation and Bays for supply of power to Shantigram township from GETCO's Vadavi substation. The system was constructed and commissioned in the year 2014-15.

#### Projects (Ongoing):

Recently the following projects were won through TBCB (Tariff Based Competitive Bidding) route being floated by PFC/REC as mentioned below:

- 1) Chhattisgarh (WR) Transmission Limited (CWRTL)
- 2) Raipur - Rajnandgaon - Warora Transmission Limited (RRWTL)
- 3) Sipat Transmission Limited (STL)
- 4) Adani Transmission (Rajasthan) Limited

The projects have commenced and the assets are mapped as shown in Fig on Pg 17.

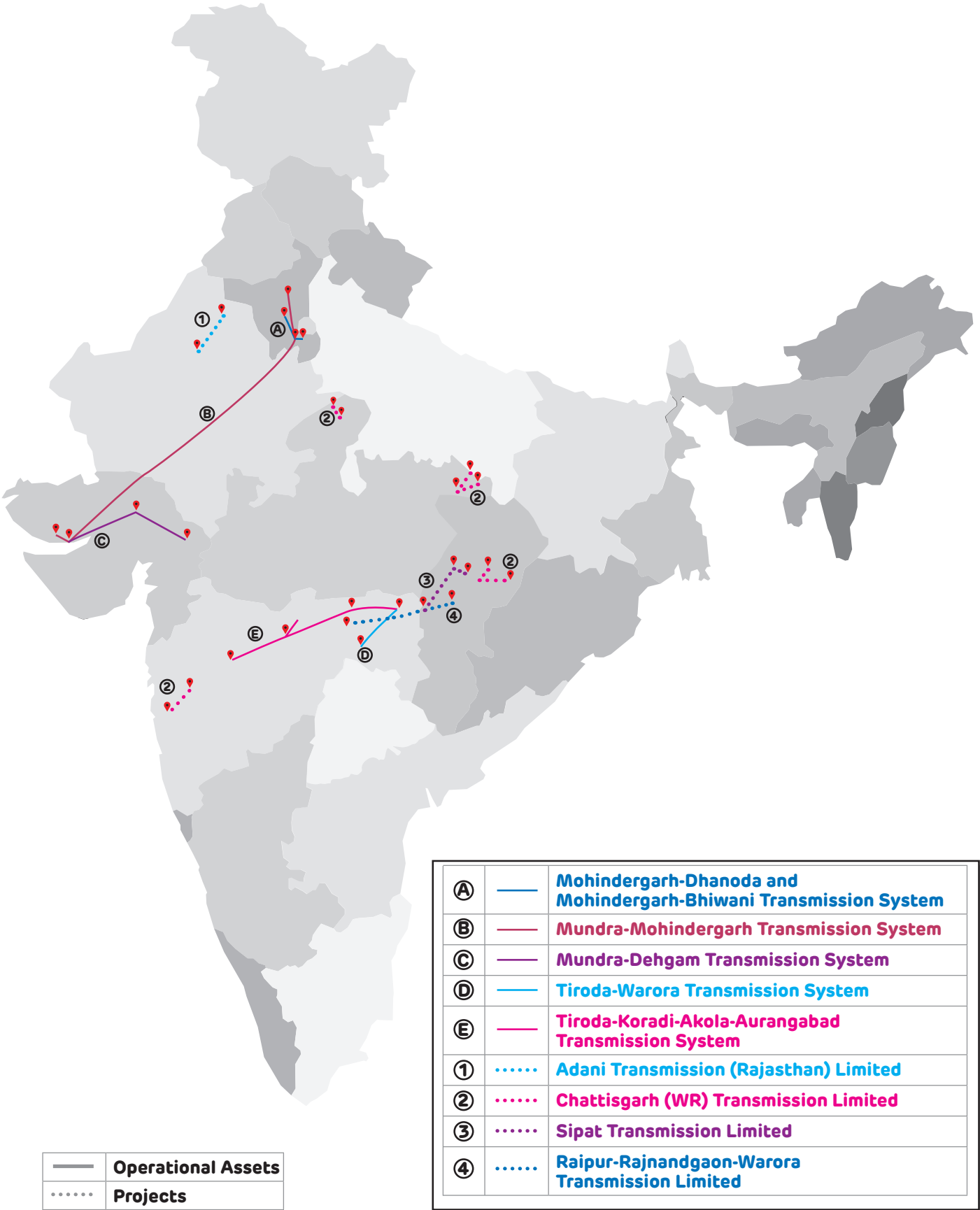


➤ HVDC Transmission System





Our Operations and Projects\*



\* Indicative map not to scale



### Key Highlights Harnessing the potential of HVDC

Power evacuation infrastructure is critical for the growth of any region and considering the rising power demands across India we are always exploring newer technologies to ensure sustainable transmission. Our existing Mundra-Dehgam Transmission Line connecting with Central Transmission Utility (CTU) was getting constrained as it could cater to a maximum of 1,200 MW of power evacuation. Moreover, surplus power handling capacity at Dehgam Substation of CTU and further capacity for delivery to Haryana were not available. This called for system strengthening and building of new lines for appropriate infrastructure. A massive power highway to cater to this demand could have resulted in a larger right of way and clearing of trees, thus impacting the biodiversity of the region. Our technical team identified an HVDC system as an optimal solution that could reduce transmission losses and work with a much smaller right of way, entailing minimum tree felling and less disturbance en route to people and biodiversity.

It is with this spirit of challenging the limits in pursuit of technological excellence that the Mundra-

Mohindergarh Transmission System, India's first private  $\pm 500$ kV HVDC transmission system, was developed. This HVDC transmission project is one of the largest of its kind, traversing the states of Gujarat, Rajasthan and Haryana. This system carries affordable electricity from Mundra Power Plant to Mohindergarh in Haryana.

### KEY HIGHLIGHTS Emergency restoration system for tower damage restoration in Banaskantha district, Gujarat

Natural calamities like storms, earthquakes, flooding or wilful destructive activities can damage or destroy transmission towers. An Emergency Restoration System (ERS) is designed to rapidly restore lines back in service bypassing permanent transmission towers at any voltage in any terrain. By quickly and safely bypassing damaged permanent structures, ERS allows rebuilding or replacement of permanent structures without time constraints.

Our ERS was put to test last year in the Banaskantha area of Gujarat. The region witnessed very heavy rains in the month of July, resulting in the flooding of the embankments in the

region. The transmission lines in the area were damaged by water gushing from the canal and one of our transmission towers in the Ganta village area of the  $\pm 500$ kV HVDC Mundra-Mohindergarh Transmission Line suffered heavy damage. This line is a critical link for power evacuation from Mundra plant and caters to the load demand of Haryana and other northern states of India. This is also a vital link to the Inter State Transmission System (ISTS) between the western and northern regions of the country. Based on the site assessments, it was observed that the failure of towers was caused due to a new water course created naturally towards the transmission line route that damaged the tower foundation. As a result, the tower was found inclined to one side and was in a critical condition. This situation warranted immediate attention and our engineering team swiftly swung into action by working out a possible rerouting of the transmission line using the ERS. Based on a feasibility assessment, it was decided to shift the line on the ERS and cast/erect a new tower near the damaged tower (with extended stub). Due to the ERS, there was minimum power outage and transmission was taken to full load. This

exercise also helped in hands-on training of staff and field personnel on the ERS.

### Supply chain management

ATL's business philosophy is based on a reliable and sustainable supply chain to drive efficiency in business operations. As part of the business transformation, we have now formulated a structured and uniform supply chain management process. Given the nature of our business, vendors (suppliers and contractors) are partners and act as enablers for success. Vendors play a significant role in determining the successful completion of a project in terms of schedule, quality and cost of the asset being

constructed. Therefore, from a business sustainability point of view, ATL is committed to supporting vendors so that they can provide the best quality with optimum cost, keeping in consideration the health, safety and environment aspects.

We actively invest in developing our vendor ecosystem to ensure that none of the vendors employ child labour, and abide by all applicable regulatory requirements. Implementing a detailed process of on-boarding vendors through pre-qualification ensures vendor credentials and capability to execute assignments, adhere to health, safety, environment norms

and comply with statutory requirements. Through its business transformation processes—DISHA and AGILE—Our group has developed a common vendor base across the group companies. To build a sustainable business relationship with vendors, we measure the performance of the vendor and provide feedback for improvement and development. The company follows a vendor relationship management (VRM) programme that involves collaborative working and relationship building with vendors in order to meet business objectives. ■

### Operational highlights

System availability was above the normative level for all the systems:



> HVDC line erected on the ERS



> Damaged foundation of the tower





We have incorporated sustainability as part of corporate governance which provides management with useful data for identifying emerging issues and developing processes that help improve stakeholder value.

We have identified our impacts and they are interwoven into the risk identification and management process. It also forms the basis for our materiality index.

We recognise the need to continuously leverage our opportunities and minimise risks by improving execution proficiency and operational efficiency and lowering the impact on the environment to remain competitive. We focus on protecting the environment and help develop communities within which we operate by adopting business strategies that meet the needs of enterprises and their stakeholders.

#### Risk management

A Risk Management Committee prescribes the roles and responsibilities of various stakeholders within the company, the structure for managing risks and the framework for risk management.

#### The Risk Management Committee's responsibilities include:

- Frame the risk management policy
- Identifying the company's risk appetite set for various elements of risk
- Review the risk management practices and structures
- Recommend changes to ensure their adequacy
- Approve and review the risk

treatment plans put in place by management

- Ensure the adequacy of risk management practices

The key objective of the risk management process is to add value to employees, shareholders and society through early identification and mitigation of risks. Based on proactive identification, our risk management framework assesses and mitigates the risks to reduce their potential impact.

The main aim of this approach is to achieve key business objectives both in the short and long term while maintaining a competitive advantage. The risks that are

prioritised are subjected to comprehensive mitigation strategies.

Adani Transmission Limited's (ATL) risk management system enables it to recognise and analyse risks early and to take the appropriate action considering the following broad risk dimensions—economic risks, legislative and regulatory risks, currency fluctuation risk and technology risk.

Additionally, at ATL, detailed presentations are made at the board/committee meetings covering finance, major business segments and operations, the global business environment, all business areas, including business opportunities, business strategy and risk management practices before validating the quarterly/half-yearly/annual financial results.

#### Risk management framework for projects

The risk management framework for projects is a sequential and closed-loop process wherein the risk categories are

classified to cover strategic as well as technical, economic, commercial, operational, organisational and political aspects. Within this framework, the risks are functionally detailed to include health, safety, environment and social risks.

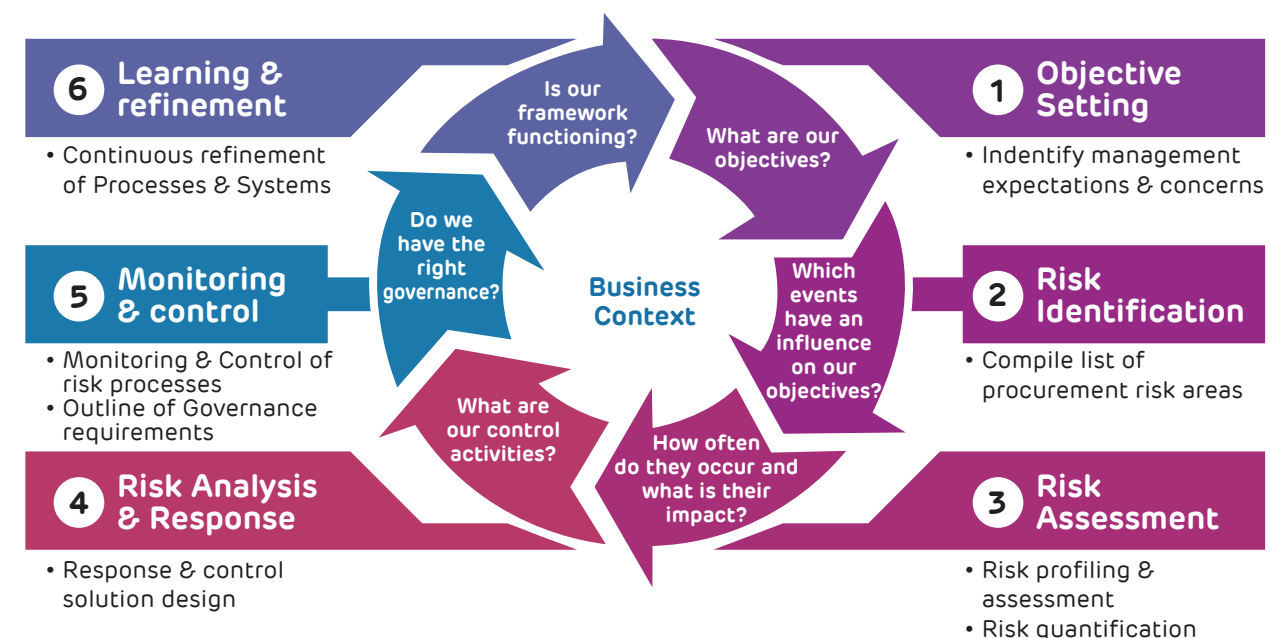
The system has been designed to accept risk identification by any stakeholder through employees working on the project. The process of risk identification is collectively performed by a cross-functional task force which includes the risk

analyst, project engineering manager, project procurement manager, project control manager, project contract administrator, construction manager, commissioning manager, O&M manager, health, safety and environment (HSE) manager, quality manager, and land acquisition manager with support from the head of business development through discussions and interviews which are coordinated by the risk analyst. All identified risks are validated and prioritised by the designated risk analyst in order to finalise a risk mitigation and control plan.

Name	Designation
Mr. Gautam S. Adani	Chairman
Mr. Rajesh S. Adani	Director
Mr. Deepak Bhargava	Whole-time Director
Mr. K. Jairaj	Independent Director
Mr. V. Subramanian	Independent Director
Ms. Meera Shankar	Independent Director
Dr. Ravindra H. Dholakia*	Independent Director

\*w.e.f. 26th May 2016

The six-step risk management framework for projects is given below:





### Board of directors

At the helm of ATL's corporate governance practice is its board of directors. The board provides strategic guidance and independent views to the company's senior management while discharging its fiduciary responsibilities. The board also provides direction and exercises control to ensure that the company is managed in a manner that fulfils stakeholders' aspirations and societal expectations. The company has a balanced board with an optimum combination of executive and non-executive directors, including independent professionals that play a crucial role in the board's processes and provide independent judgment on issues of strategy and performance.

The present strength of the board reflects a judicious mix of professionalism, competence and sound knowledge, providing effective leadership to the company.

### Board committees

The Board Committees play a vital role in ensuring sound corporate governance practices. The committees are designated to handle specific activities and ensure speedy resolution of the diverse matters. The Board Committees are set up under the formal approval of the board to carry out clearly defined roles to be performed by members of the board, as a part of good governance practices. The board supervises the execution of its responsibilities by the committees and is responsible for their action. The minutes of the meetings of all the committees are placed before the board for review.

### The board has established the following committees:

- A. Audit Committee
- B. Nomination and



- Remuneration Committee
- C. Stakeholders' Relationship Committee
- D. Corporate Social Responsibility and Sustainability (CSR&S) Committee
- E. Risk Management Committee
- F. Securities Transfer Committee

### Audit Committee

The Audit Committee provides oversight of the company's financial reporting process and the disclosure of its financial information to ensure the financial statement is correct, sufficient and credible. It also gives recommendations for the appointment, remuneration and terms of appointment of auditors of the company and provides approval of payment to statutory auditors for any other services rendered by the statutory auditors.

### Nomination and Remuneration Committee

This committee formulates criteria for determining qualifications, positive attributes and independence of a director. It also recommends to the board the policy relating to the remuneration of the directors, key managerial personnel and other employees. The committee comprises three members who are all independent directors.

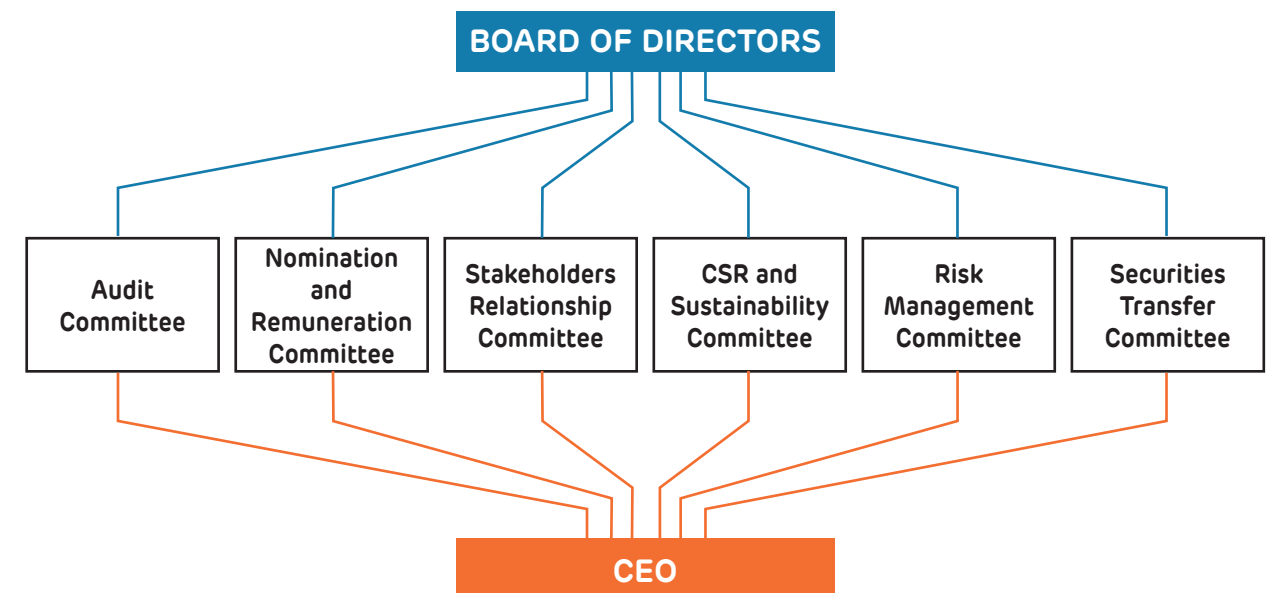
### Stakeholders' Relationship Committee

This committee looks after investor relations and redressal of shareholders' grievances relating to non-receipt of dividends, interest, non-receipt of balance sheets, etc.

### CSR&S Committee

In keeping with our continued commitment to sustainability, in May 2016, the CSR committee was renamed as the Sustainability and CSR (S&CSR) Committee. The committee has been charged with the responsibility of overseeing the management of sustainability issues, sustainability performance and CSR on a quarterly basis. The terms of reference for the committee include:

- To formulate and recommend to the board a CSR policy indicating the activities to be undertaken by the company as specified in Schedule VII of the Companies Act, 2013, and rules made thereunder.
- To recommend the amount of expenditure to be incurred on the CSR activities
- To monitor the implementation of framework of CSR policy
- To carry out any other function as is mandated by the board from time to time and/or enforced by any statutory notification, amendment or modification as may be applicable or as may be necessary or appropriate for performance of its duties
- Responsibility of overall management of sustainability performance of ATL and disclosure of management approach through sustainability reporting has been delegated to Mr. Deepak Bhargava, CEO
- Responsibility of facilitating the management for developing suitable systems for sustainability reporting and regular monitoring of sustainability performance by ATL has been delegated to Mr. Santosh Kumar Singh, CSO, presently heading the Environment Management function at ATL. He will, for the matters related to sustainability reporting, directly report to the CEO



### Risk Management Committee

The Risk Management Committee is required to lay down the procedures to inform the board about risk assessment and minimisation procedures, after which the board is responsible for framing, implementing and monitoring the risk management plan of the company.

### Securities Transfer Committee

In order to provide efficient and timely services to investors, the board of directors has delegated the power of approving transfer/transmission of company's securities, issue of duplicate share/debenture certificates, split-up/sub-division and consolidation of shares, issue of new certificates on re-materialisation, and sub-division and other related formalities to the Securities Transfer Committee. The board of directors review the minutes of the committee at the subsequent board meeting.

### Sustainability Team

At ATL, sustainability reporting is understood as an integrated process and this report is the

outcome of the same. Besides the existing mechanism of data collection and review on regular basis by respective departments and functions, we have formalised the process of data collation for sustainability reporting and reviewed the disclosure on management approach through this sustainability report. A cross-functional Sustainability Team (ST) has been constituted to drive the project across ATL.

### Business Responsibility Report

Our Business Responsibility (BR) Report is published as a part of our annual report. Our CEO/whole-time director is responsible for the implementation of BR policies and assessment of

the BR performance of the company. The BR policies are framed in consultation with and communicated to our stakeholders.

### Grievance Redressal Mechanism

The issues related to employees are received and addressed through the 'MyConcern' system and are directly monitored by the head of HR.

### Ethics and integrity

One of our most valuable assets is our reputation for integrity and fairness.

The Code of Business Conduct and Ethics (the Code) adopted by our board of directors and senior management summarises

The report undergoes three levels of review:







the standards that guide our actions. While covering a wide range of business practices and procedures, these standards cannot and do not cover every issue that may arise, or every situation where ethical decisions must be made, but rather sets forth key guiding principles which represent the company's policies.

Our philosophy on corporate governance is built on a rich legacy of fair, transparent and effective governance. Our commitment to the highest level of ethical conduct should reflect in all business activities including, but not limited to, relationships with customers, suppliers, employees, the government and other stakeholders.

The Code not only ensures compliance with company law, provisions of the listing agreement with stock exchanges and other laws but also ensures corporate governance. Even well-intended actions that violate the Code may result in negative consequences for the company and for the individuals involved.

For further details, please refer to our Code of Conduct at [www.adanitransmission.com](http://www.adanitransmission.com). The board of directors and the company's senior leadership are involved in the development of the company's values, vision and culture.

They participate in the development of organisational strategies and policies related to sustainability performance.

The board has adopted the following codes:

- Guidance on ethical standards of conduct on various matters, including conflict of interest, acceptance of positions of responsibilities, treatment of business opportunities, etc.
- Responsibility to comply with insider trading regulations and applicable laws and regulations
- Procedure for annual affirmations to the Code by directors, senior management and employees. In case of any doubt or clarification in relation to the application of the Code, employees can consult with the company secretary and compliance officer of the company

#### Whistle-blower policy

We have established a vigil mechanism for directors and employees to report genuine concerns as per the provisions of Section 177 of the Companies Act, 2013, in a manner as prescribed.

The purpose and objective of this policy is to provide a framework for responsible and secure whistle-blowing and also protect employees raising concerns about any irregularities within the company. All employees are eligible for making a protected

disclosure under this policy in relation to matters concerning the company.

#### Employees can utilise protected disclosure in one of the following ways:

- By sending an e-mail to [whistleblower@adani.com](mailto:whistleblower@adani.com), with the subject line 'Protected disclosure under the whistle-blower policy'
- By sending a letter in a sealed envelope and superscribed as 'Protected disclosure under the whistle-blower policy' to the vigilance and ethics officer (as notified from time to time). The letter should either be typed or written in legible handwriting.

#### Anti-corruption

As part of our operational as well as organisational-level risk identification and management process, all our locations undergo assessment for risks related to corruption. There were no reported cases of corruption during FY 2015-16.

#### Compliance

We have developed systems to monitor compliance at all our locations and further strengthened them with IT-enabled systems. The compliance requirements are updated frequently and uploaded on an internal

online portal. Responsibilities for identifying compliance requirements and implementing them have been assigned to relevant personnel. We also have a system of frequent internal as well as third-party assessments to ensure compliance with all applicable laws and regulations.

#### Internal controls

We have developed a system for internal controls, considering the size and nature of our business. Some key features of our internal controls include:

- Documenting policies, guidelines, authorities and approval procedures such as Standard Operating Procedures (SOPs) of internal audits and delegation of authority (DOA) for controlling important functions of the company

- Monitoring of all laws, regulations and statutory compliances through an internal online portal
- Regular reviewing of internal controls and ensuring compliance with accounting standards conducted by the Audit Committee, comprising independent directors
- A comprehensive information security policy and continuous updating of IT systems

#### Internal audit

Initiated as part of our business process transformation exercise, Management Audit & Assurance Services (MAAS) is a centralised function with direct administrative reporting to the chairman of the board. In its internal audit role, MAAS reports to the Audit Committee of the board. The broad role of MAAS includes:

- Internal audit and assurance
- Checking and flagging compliance with Policies, Processes and Standard Operating Procedures (SOPs)
- Reviewing Policies, Processes and Standard Operating Procedures (SOPs), using a risk-based approach to provide reasonable assurance to management
- Reporting to the management on internal control and statuses

#### Legal compliance

We utilise an online IT-enabled Compliance Management Framework, called Legatrix, to review, monitor and manage various applicable compliances and major legal, statutory & regulatory issues, in a structured and transparent manner. ■

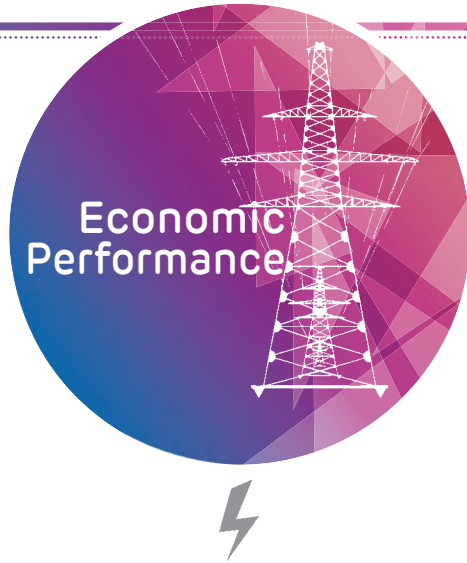


#### External review

In addition to internally reviewing our compliance requirements, we have engaged third-party agencies to audit our operations and identify concerns related to compliance. Also, as part of our management system implementation, our compliance with environmental, health and safety, and quality standards is audited regularly. As part of our annual financial reporting, we get our corporate governance systems assessed independently by an external company secretary. There has been no instance of non-compliance by the company on any matter related to capital markets during the last three years, and no significant penalties or strictures have been imposed on the company by the stock exchanges, SEBI or any statutory authority.

Legal compliance review of all operating locations and projects is done in a systematic manner. Our internal legal team takes the views of top legal experts in all significant cases and also assesses the risk and merit of these cases. After this, the legal head of the company submits the disclosure on legal compliance to the board. Environmental due diligence and assessment of risks are also done for projects that we consider for acquisition.





Adani Transmission Limited is a part of the USD 10 billion Adani Group—one of India’s largest conglomerates with extensive interests in resources, logistics and energy.

We have achieved a number of milestones in pursuit of our targets and have been playing a strategic role in the Indian power sector by creating an extensive and dependable (more than 99.5% availability) transmission network that interconnects generating stations with load centres and distribution networks. Being one of the largest private sector transmission

companies in India, we focus on continuously evolving and adopting new technologies. Systems and technologies suitable for bulk power transfer over long distances—such as high-capacity EHV/UHV AC systems, HVDC systems, compact towers/substations, mitigating devices to address high short-circuit level, intelligent grids—have been developed by us.

Assets covered under transmission licenses granted by the CERC/MERC

Regulatory Body	Asset	Component
CERC	ATIL Asset 1	(±)500 kV HVDC Bi-Pole Mundra-Mohindergarh Transmission System
	ATIL Asset 1	400 kV D/C Mohindergarh - Dhanoda and Mohindergarh - Bhiwani System
	ATIL Asset 2	400 kV D/C Mundra-Sami- Dehgam Transmission System
MERC	ATIL (Tirora–Warora)	400 kV D/C Tiroda - Warora Transmission System
	MEGPTCL	765 kV Tiroda - Aurangabad CKT-I & CKT – II Transmission System

Performance of Our Licensed Regulatory Assets:

Transmission line	System	Normative availability (CER C/MERC)	Cumulative availability (YTD)
ATIL asset -1	HVDC	95%	99.61%
ATIL asset-1	EHVAC	98%	99.99%
ATIL asset-2	EHVAC	98%	99.86%
ATIL (Tirora–Warora)	EHVAC	98%	99.93%
MEGPTCL	EHVAC	98%	99.83%

Our operating performance in FY 2015-16 has set a benchmark in the country in terms of system availability, ranging from 99.61% to 99.99%. During the year under review, Adani Transmission Limited (ATL) continued to maintain

its leadership position in the country and is poised to keep growing and leveraging benefits. The registered total consolidated revenue for FY 2015–16 was INR 22.67 billion and EBITDA was INR 20.01 billion. ■

The detailed financials are presented below:

Particulars	FY15-16 (in INR million)
Total revenue	22673.7
Operating costs	2365.9
Employee wages and benefits	275.4
Payment to providers of capital (interest and dividend)	9706.5
Payment to government	1122.7
Community investments	14.9
<b>Economic value retained</b>	<b>9188.3</b>

Table 1: Economic value generated and distributed







The health, safety and security of our people, assets and operations are of vital importance.



Adani Transmission Limited (ATL) has a high safety risk that exists by virtue of the nature of our operations, making health, safety and security a day-to-day priority for us. We ensure strict adherence to industry-best practices across our operations and strive to improve our occupational health and safety performance to create a safe and secure workplace.

To this end, we have implemented systems across our operations to identify and manage hazards, risks and emergencies. All our employees actively participate in the management of occupational health and safety, and are provided regular training on health, safety, security, emergency preparedness and crisis management.

We strive to build a strong collective culture of safety and precaution where everyone is responsible for their own safety

as well as for the safety of those around them.

At ATL, safety has also been placed at the forefront of training, ensuring that each employee has the appropriate knowledge to be able to prevent injuries in her/his role. The safety training workshops are also extended to contractors to help reduce the number of health and safety incidents across our supply chain.

#### Managing occupational health and safety

Our Occupational Health and Safety (OH&S) Policy is a statement of commitment to working in a safe and responsible manner which protects our workers and communities, preserves the integrity of our assets. To strengthen our occupational health, safety systems and processes across our transmission business, we

initiated the implementation of OHSAS 18001:2007 safety management system this year.

Furthermore, a safety manual for the transmission business has been drafted as per Central Electricity Authority (CEA) regulations to ensure that sector-specific safety procedures and protocols are documented and abided by our employees and contractors. A central Corporate Safety Team monitors the safety performance of all locations, while the OH&S function facilitates effective implementation of all policies and protocols. On-site emergency plan and safety operating procedures are in place at all our locations.

We maintain an incident log register to record all health and safety cases. This register is reviewed when we develop new preventive measures to improve our approach to OH&S across ATL's operations.

We also monitor various Lead and Lag safety indicators to measure our safety performance at all sites. It is ensured that labels, indicators, posters, tags and signage related to safety aspects are displayed for awareness.

#### A culture of 'Safety First'

Our priority is to encourage a culture of safety which will enable us to keep our workforce safe and secure. A caring culture of 'safety first' is spread across our employees, contractors and others impacted by our operations. Participation of employees and contractual workers is further encouraged through rewards and recognition schemes. In the reporting period, we organised mass toolbox talks in partnership with all relevant stakeholders. The events are aimed at sharing best practices by bringing together the workforce to share and learn from incidents and near misses.

We also provide group and individual counselling, health awareness programmes, induction training on health and safety, health check-up programmes, first-aid training and access to healthcare

services. Apart from personal accident, mediclaim and workman compensation policy, we have launched power privilege services for employees and their dependents that are valid everywhere across India. These privileges cover subsidised services for our employees for access to specialist and super-specialist doctors, health check-ups, medical diagnostics and pharmacies. Our employees also have prioritised access at our network hospitals.

#### Safety and fire training

We ensure that each worker—permanent or contractual—undergoes relevant trainings on health and safety before being deployed. Identifying safety risks and sensitising our workforce are an integral part of our orientation programme and on-site trainings for both employees and contractors. The awareness sessions on health, safety, environmental issues, the company's policies and applicable laws are imparted through in-house modules and external trainings.

#### Training highlights

- Height safety demo at the HVDC terminals

- (Mohindergarh and Mundra) & Koradi substation, including other transmission facilities in the vicinity) was conducted through classroom training sessions and outdoor demonstration of safety procedure, protocols and use of equipment. Safety aspects covered working at heights and proper use of safety equipment such as full-body harnesses, energy absorption lanyards, procedure for rope access and rescue, use of retractable fall arrester blocks, and easy seat.
- Two-day safety and fire awareness training programmes organised by an external agency at Mohindergarh and Koradi substations and other transmission facilities in the vicinity during the year. The training was imparted on the practicality of fire equipment and correct usage of harnesses.
- Training on behaviour-based safety (BBS) and safe use of access equipment was organised at Mohindergarh for all employees.

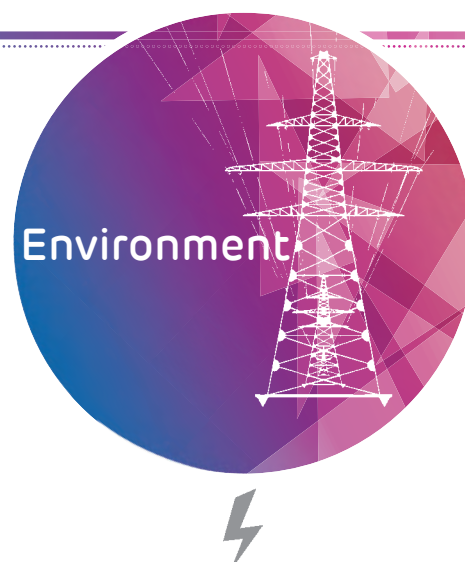
#### Our OH&S performance

We are proud of our performance across all metrics on occupational health and safety as no significant incidents were identified and zero fatalities were recorded across our operations in FY 2015-16. ■

#### 0.35 Million man hours worked

- Reportable injuries.....0.0
- Lost-time injury rate .....0.0
- Lost days.....0.0
- Lost day rate.....0.0
- Fatalities.....0.0





At Adani Transmission Limited, compliance with environmental laws and regulations is a top priority. We encourage business units to go beyond legal compliance to continually minimise environmental impacts.

Given the nature of business, power transmission is not a critically polluting industry. However, transmission line projects have some localised impacts on natural resources—for instance, when transmission lines pass through forest areas. We at Adani Transmission Limited (ATL) are cognisant of the need to protect and conserve natural resources.

So, while routing our transmission lines, it is our endeavour to avoid ecologically sensitive areas, forests, sanctuaries, national parks,

biosphere reserves and Coastal Regulation Zones (CRZs) to the greatest extent possible. We leverage the available technological resources such as GIS and GPS to optimise route alignment. However, in certain cases, use of forest area becomes unavoidable due to site specificities of a project and the overall topography of the region. Our approach to environmental risk management in operation planning is framed on the fundamentals of precautionary approach to risk management. As an SOP,

a wildlife management plan is prepared for all project sites in consultation with the local authorities as per the requirements of the Forest Conservation Act. During the reporting period, all of our facilities were in compliance with applicable environmental laws and regulations.

#### Material consumption

ATL is actively engaged in the conservation of the natural resource base, with efforts to reduce material intensity being an integral part of our strategy. That being said, semi-

manufactured goods like steel, aluminium alloy and concrete are used for the construction of transmission lines and substations.

The details are provided in the table below :

for utilities like water, ATL is in the process of tracking and optimising water consumption at project sites.

#### Emissions

Fossil fuels are known to contribute to climate change

of solar power to cater to auxiliary power requirements of substations in future.

To optimise consumption, energy efficiency measures like conversion/retrofitting of equipment and process redesign are continuously being employed. At ATL, initiatives like mandatory procurement of energy-efficient lighting systems like LEDs have been incorporated as a basic requirement in technical specifications for buildings, street lights and store.

In line with the government's mandate and global convention, ATL does not use cooling systems with harmful ozone depleting substances (ODS). However, at one location, the central air-conditioning system uses R-22. ATL plans to replace it with a non-ODS gas at the earliest.

#### Waste management

During O&M, waste items like metal scrap from tower parts, insulators, waste oil from transformers, used batteries and waste from offices are generated.

ATL has put in place a system for waste segregation at the source. The waste is to be disposed off as per the following methods and in compliance with the relevant regulations wherever applicable:

- Metal scrap to be sold through auction

Particulars	Unit	Total consumption (O&M + EPC + Projects)
Steel (Tower part)	MT	3,900
Aluminium ingot (conductor)	MT	163
SF6 (top-up)	Kg	165
Concrete (M20)	cu. m	13,388
Steel (for RCC)	MT	4.86
Insulators		
Silicon	Nos.	2,271
Porcelain	Nos.	3,089

Table 2: Material consumption data for FY 2015-16

#### Water consumption

The organisation's activities do not have any significant impact on water resources. Generally, the requirement is met from four sources—i.e. ground water, municipal water supplies, surface water and rainwater—with the first two sources being the major sources of water withdrawal. In our Operations & Maintenance (O&M) business, water is primarily used, in offices, horticulture and operations for fire-fighting systems (High Velocity Water Spray Systems). The main source is groundwater and at present, there is no monitoring of water consumption at substations. ATL plans to develop a system to monitor this parameter and the same shall be reported in future disclosures.

Additionally, we also consume water in our projects specifically in the preparation of concrete, curing, earth filling and other civil activities. Given that projects are awarded to bona fide contractors on a turnkey basis with provisioning

and increase GHG emissions. Considering this, ATL has taken measures to reduce GHG emissions from its operations. The primary energy-consuming activities include lighting and cooling at substations and offices. The energy requirement is met from grid electricity purchased from state electricity utilities and in case of exigencies (non-availability of power from grid), met through DG sets installed in the facilities. The consumption of energy in the form of grid electricity (auxiliary power) at substations and repeater stations totals 15,172.54 MWh. The estimated quantity of diesel consumed during the year amounts This translates to 7851.01 GJ of primary energy & direct GHG emissions of about 583.96 tCO<sub>2</sub>-e from diesel consumption and indirect GHG emissions of 14,565.64 tCO<sub>2</sub>-e from auxiliary power consumption.

As a proactive approach, we are exploring the feasibility



During the reporting period, all of our facilities were in compliance with applicable environmental laws and regulations.



- Used batteries to be disposed off through authorised vendors as per Batteries (Management and Handling) Rules, 2001
- Used transformer oil and empty containers to be disposed off through authorised recycler/re-processor as per Hazardous Waste (Management, Handling and Transboundary movement) Rules, 2008
- For other waste items than those mentioned above, we undertake a suitable disposal mechanism in a responsible manner.

The details of the total waste items generated are provided in the table below:

Biological Diversity Act, 2002, for preservation of biological diversity in India and to provide a mechanism for equitable sharing of benefits arising out of the use of traditional biological resources and knowledge. Biodiversity has been defined as 'the variability among living organisms from all sources and the ecological complexes of which they are a part, and includes diversity within species or between species and of ecosystems'. We firmly believe that biodiversity and its related ecosystems, such as forests, grasslands, mangroves and urban areas, provide different services to society, collectively known as ecosystem services.

and related activities. Most of the expenditure incurred for environment conservation has been towards voluntary plantation, compensatory afforestation, Environment Management Plan implementation, etc. Besides, investment has also been made towards environment management in terms of certifications, consultancy charges and awareness training sessions that are organised on a regular basis. ■

Particulars	Unit	Total waste generated (O & M + EPC + Projects)
<b>Hazardous waste</b>		
Battery*	Nos.	118
<b>Non-hazardous waste</b>		
Insulator Scrap	Nos.	3318
Wood scrap	MT	4.37
Steel scrap (tower materials)	MT	74.8
Aluminium scrap (others)	MT	0.27
Aluminium (conductors)	MT	61.16
GI Scrap	MT	78.23
Plastic scrap	MT	0.1

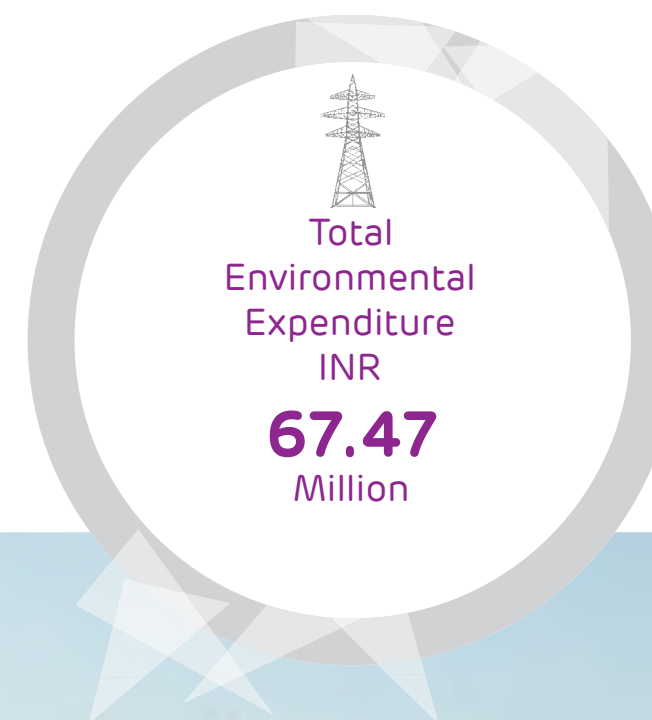
Table 3: Waste items generated for FY 2015-16 including hazardous waste\*

As a part of India's commitment to the Stockholm Convention on Persistent Organic Pollutants, only non-polychlorinated bi-phenyl (PCB) transformer oil is used across ATL. PCBs are persistent organic pollutants (POP's) used as insulating medium in electrical equipment.

#### Biodiversity

The Convention on Biological Diversity (CBD)—known informally as the Biodiversity Convention—is a multilateral treaty. India has enacted the

At ATL, we take effort to avoid setting up of substations in the proximity of ecologically sensitive areas/zones. However, in case of transmission lines, traversing through forest land is unavoidable due to terrain or technical reasons. In such cases, the involvement of such area is restricted to a minimum possible extent. Taking into consideration the potential impact on natural resources like forests and land due to the project activities, the organisation invests in environmental conservation







Adani Transmission Limited is driven by our people and we are committed to nurturing them to become brand custodians in our growth journey.

When people with unique skills and varied capabilities are brought together to share a common purpose, they can make a lasting difference. Our employees are our greatest resource and we treat them like family, taking every opportunity to invest in their personal and professional development.

Though this is the first year since Adani Transmission Limited (ATL) was incorporated, we have clocked a robust performance driven by the commitment of our people at all levels. We have implemented policies to ensure that the wellbeing of our employees is upheld across our operations. Fair policies, practices and benefits, allow excellence to become a way of life across ATL.

Our total employee strength, including contract workers, as on 31st March, 2016 was 377, of which 37.2% was local

employees. Employee Category and age statistics is depicted below:

Category	Age		
	<30	30-50	>50
<b>EMPLOYEES</b>			
Senior Management	0	11	5
Middle Management	0	26	0
Junior Management	62	72	1
Trainees	13	0	0
Supervisory	42	46	1
<b>Contract Workers</b>			
Contractual (FTA/Consultant/Advisory/ Services)	39	55	4
<b>Total</b>	<b>156</b>	<b>210</b>	<b>11</b>

#### Focus areas

Our HR strategy during FY15-16 focused on the following broad themes:

- Adhering to SOPs and policies of HR of Adani Group
- Implementing a structured learning management system (LMS)
- Identifying and developing hi-potential talent
- Succession planning
- Strengthening initiatives for reward and recognition

We are proud of being innovative and agile in all of our endeavours, which is the result of a vibrant workforce capable of responding quickly to changing market dynamics. As a young company in a complex business environment, we recognise the need to continually revisit our HR systems, focusing on recruitment, retention and the development of our people.

#### Recruiting the right talent

ATL recruits highly motivated individuals who share our vision, values and commitment to deliver business excellence. This is achieved by participating in career fairs and engaging with students at leading universities to increase awareness of who we are and what opportunities we can provide. We also promote

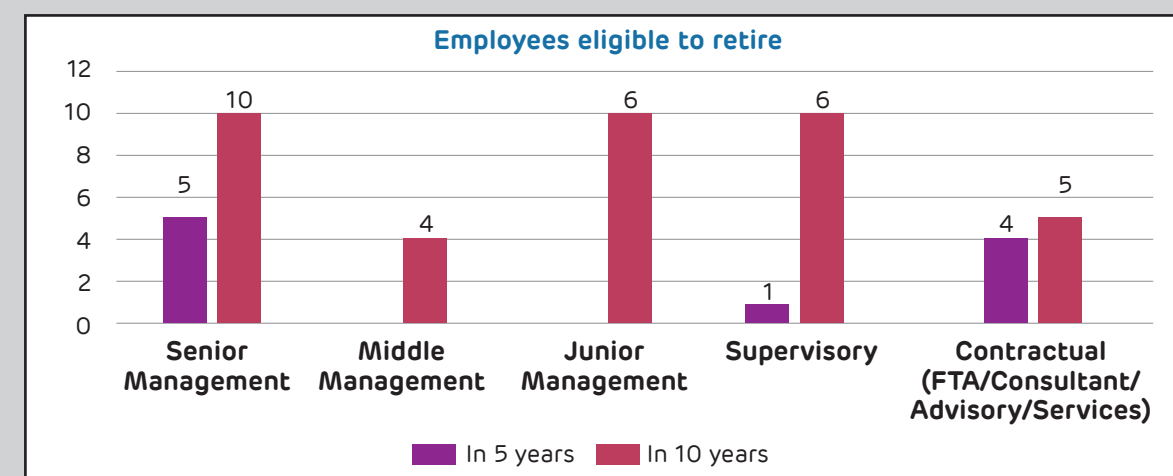
FY 2015- 2016 Employee Category	Employee Hires			Attrition		
	Age			Age		
	<30	30-50	>50	<30	30-50	>50
Senior Management	0	1	1	0	0	0
Middle Management	0	5	0	0	2	0
Junior Management	17	13	0	5	2	0
Supervisory	2	3	0	1	2	0
Trainees	40	0	0	2	0	0
<b>Total</b>		<b>82</b>			<b>14</b>	

internal job postings and source potential candidates through our employee networks, social media channels and job portals.

Each new recruit is actively engaged even before she/he is formally a part of the Adani family. A dedicated resource from the recruitment team guides new joiners through the joining process. Once on board, a new recruit is oriented and familiarised with the organisation's values, culture and structure through a formal programme called 'Sahyogi'. We have a mechanism in place to gather feedback through a structured questionnaire, which helps drive continuous improvement with the aim of easing the onboarding process.

We are constantly strengthening our HR policies, systems and processes to improve our ability to attract and retain the best talent. The voluntary employee attrition rate at ATL in FY 2015-2016 was 5.69%. Further, 2.6% of employees are due for retirement in 5 years and 8.2% are due for retirement in 10 years.

To achieve our goal of 13,000 circuit kilometres of transmission line by 2020, we need to significantly scale up our workforce. We require competent personnel for the project construction as well as O&M phase. Apart from our efforts to attract young talent, our HR policies are uniform across all business verticals, giving us the flexibility to





internally source workforce and meet the desired requirement from within the organisation.

**We have instituted the following measures to support our people and retain talent:**

- Preparing employees for their new roles by taking them through a robust induction process that introduces them to the company, structure and work culture
- Focusing on our retention strategy to provide our employees with adequate training and development support to grow professionally
- Ensuring we are an equal opportunity employer
- Offering fair and comparable compensation and benefits to all our employees
- Rewarding and recognising meritocracy
- Mapping the talent pool across the Adani Group and encouraging internal transfers when opportunities arise

**Promoting excellence as a way of life**

Effective performance management plays an essential role in developing our people and promoting excellence. To evaluate the performance of our employees, we use a performance management framework that is linked to individual development goals and targets.

This framework is supplemented by ongoing formal and informal feedback discussions with each

employee, and focuses on objective goal setting, identification of required competencies and annual appraisals. To ensure a common understanding, objectives are defined specifically for each function and two key workshops are conducted at the beginning of the year—when identifying and setting performance indicators (KRAs) and prior to the year-



end assessment, aiming to engage our staff on how the process operates. This ensures that performance appraisals are conducted in a fair and transparent manner.

While we conduct annual performance reviews for all of our employees, we have introduced mid-year performance reviews to make proactive, mid-course assessments of our employees' progress. The mid-year review also acts as a medium where employees can voice their opinions and exchange feedback. Employees are guided on how they may improve their performance and be recognised for the areas in which they have excelled. Furthermore, reviewing performance parameters every six months leads to a deeper level of engagement between employees and their managers.

**Unleashing the potential within our people**

Our organisational culture encourages employees to grow at all stages of their association

with the company. We provide staff the space to cultivate team and leadership qualities, adopting this approach across hierarchies. Our HR development strategy is geared to provide adequate tools to equip our employees with the necessary skills to excel.

Our approach to training and development focuses on the following:

We have a clearly defined training and development policy, including the elements of the organisation's vision, mission and values. All employees, irrespective of their grade and status, are provided with many opportunities to develop as professionals and achieve their aspirations.

Our performance management system provides inputs for the Training Need Identification (TNI) process as each employee's reporting manager assesses her/his developmental needs. These, along with the specific inputs from the individual employees about her/his own training needs, help us chart out the training calendar for the year. Our trainings are aligned with the competency requirements for the various positions in our organisation.

A TNI is undertaken to assess areas for further development. Structured training modules are offered to employees to strengthen capacities and upgrade skills

based on their individual departmental roles and specific needs.

Anchoring conversations at every level and ensuring that all managers are skilled in doing so has been an area of focus. The needs are converted into various learning solutions/ training programmes offered to employees through an annual training calendar. To support this, we have adequate infrastructure with audio-video aids and training classrooms. In addition to this, various training programmes in line with the training calendar are facilitated by external consultants and trainers.

A significant effort is made towards developing strong leadership potential across the organisation through highly focused leadership development programmes aimed at strengthening our people and supporting their career growth.

Training programmes are both technical as well as behavioural in nature (behavioural trainings cover leadership and soft skills trainings) and include classroom trainings and practical field-based trainings. Our training programmes are evaluated for their effectiveness to ensure that they are relevant and impactful. For the current year,

TRAINING	Number of individuals trained	Man-hours of training
Behaviour Based Training	122	4102
Technical Training	193	4952
<b>TOTAL</b>	<b>315</b>	<b>9054</b>

the organisation designated an average of 5 person-days of training for each grade.

**Technical training:** The transmission value chain requires specific technical capabilities that are unique to the business. To keep our workforce abreast with various technical aspects, covering construction, O&M of transmission lines and substations, we identify and design tailored training modules to equip our people with job-related skills and competencies.

**Behavioural training:** The main objective of behavioural training interventions is to create a culture of learning in the organisation which is anchored around our vision, values and culture. In addition, the training aims to include capability building through various tools in order to prepare employees for future assignments and challenges. Each employee is required to undergo a minimum of 3 man-days of behavioural training every year.

Training and development needs are additionally strengthened through the following:

**Adani Power Training and Research Institute**

Adani Power Training & Research Institute (APTRI) is the research and training centre for performance consulting and capacity building that is engaged in enhancing delivery across the power value chain, including coal mining, generation, transmission and distribution of electricity. APTRI is a Grade 'A', Category-I institute accredited by CEA, Ministry of Power, Government of India. APTRI operates through its four centres of excellence, i.e. Centre for Performance Consulting, Centre for Research & Development, Centre for Knowledge & Technology and Centre for Academics.

APTRI conducts customised short-term and long-term programmes ranging from 1 day to 52 weeks. The programmes are generally modular with generic and customisable sections, allowing flexibility in delivering for specific business needs. The programmes include all functions—covering design, engineering, commissioning, technical services, O&M, protection, metering, automation, commercial, regulatory and other facets of the business. Capacity-building programmes also include themes like 'nurturing innovation', research methods and failure mode effects analysis (FMEA).

APTRI offers tailored courses for our employees in the transmission business, covering





specifics like transmission pricing, project delivery for the transmission sector, O&M of HVAC and HVDC transmission lines and substations, and a comprehensive post-graduate course in power transmission and distribution. We frequently partner with APTRI to roll out such focussed courses to our employees.

#### Adani Management and Development Centre

Adani Management and Development Centre (AMDC) offers state-of-the-art facilities to deliver learning and development programmes to employees throughout the year. The residential facility is well equipped and well connected to ensure comfort and a comfortable learning environment. It focuses on building talent from within through an employee-centric and inclusive approach to define and design programmes that are relevant and effective. It is structured towards imparting best practices and innovative technology

“  
To Offer World-Class Service, We Invest In People - We Recruit, Develop And Retain The Best Talent Within The Industry. Our Focus Is On Developing Future Leader In Transmission Industry  
”

solutions to enhance and build capabilities for organisational growth and sustainability. We also source fresh management talent from AMDC.

#### eVidyalaya—Learn anywhere, anytime

We have developed an e-learning platform, 'eVidyalaya', to support and reinforce learning within and across Adani Group's diverse businesses and locations. eVidyalaya ensures that learning at Adani is not bound by time or place and can be delivered in an effective way at an employee's convenience. eVidyalaya combines a variety of rich media and interactive modules, including audio, video, quizzes and simulations that are designed to enhance learning retention, ensure a stronger grasp of the topics and strengthen employee capabilities.

#### Higher education at Adani Institute of Infrastructure Management

An incentive scheme of scholarships is extended to

employees to pursue PGDM (Infrastructure Management) from the Adani Institute of Infrastructure Management (AIIM). After completing the course successfully, employees are offered an upgraded role in the same job band.

#### Nurturing an engaged workforce

At ATL, we believe that an engaged workforce is key to innovation, performance and ensuring we meet our business objectives. In addition to activities aimed at training and developing our people, we have developed ongoing team-building activities to foster a trusting and collaborative working environment. The aim of our engagement programmes is to maintain communication, keep employees informed about our organisation's progress and to listen to what our people have to say. A monthly newsletter has been launched to provide updates on recent developments, events and stories about our employees from across our operations.

#### Embracing diversity and preventing discrimination

Our employees are drawn from across the country, creating a vibrant culture in our company. This diverse talent pool is a major contributor to the innovation and creativity that is fuelling our growth. We believe that there is a lot to be gained from having a diverse workforce. As an employer, we provide equal employment opportunities for all.

ATL has implemented a policy for Prevention Of Sexual Harassment (POSH), which applies across our operations and to all employees. It ensures prevention and deterrence towards committing acts of sexual harassment and communicates procedures for their resolution, settlement or prosecution. We are committed to creating a healthy working environment that enables employees to work without fear of prejudice, gender bias and sexual harassment. We do not tolerate any form of sexual harassment and we are committed to take all necessary

steps to ensure that women employees are not subjected to any form of harassment. There were no reported incidents of sexual harassment during the reporting period. Furthermore, we have taken steps to sensitise all our employees about the boundaries of this policy and its implementation.

#### Commitment to human rights

At ATL, we strictly follow a human rights policy which is applicable to all Adani Group companies, and our commitment to follow the basic principles of human rights is embedded in the Code of Conduct. There were no reported incidents of human rights violation during the reporting period.

Presently, there are no collective bargaining agreements with our workforce, including the newly acquired operations. However, our engagement activities provide sufficient avenues to our employees as well as contract workers to participate in decisions and voice their opinions. ■

#### Featured Story: Saraswati Samman

Saraswati Samman is an initiative to motivate children of our employees by rewarding academic excellence. To effectively develop children, it is also very important for parents to understand their children's thought processes and desires and aspirations. 'A-Hum', an in-house theatrical production based on the concept of discovering the potential within, was performed by the children of our employees this year during Saraswati Samman, 2016.



66 children across locations spent 3960 hours over 15 days in rehearsing for the final performance that took place on the 6th August, 2016. Rejoicing in the success of our children is a matter of pride across the Adani Group.







As an organization, we are committed to the Sustainable Development Goals (SDGs) and work closely with communities to help transform lives.

Our social impact programmes are implemented in partnership with the Adani Foundation, which fosters grass-roots economic growth and social development in the regions in which we operate. Through the Adani Foundation, we empower grass-roots communities by implementing impactful development initiatives the across education, healthcare, sustainable livelihoods

and rural infrastructure segments. The Adani Foundation relentlessly works with an approach that embodies innovation, people participation and collaboration with key stakeholders. Adani Foundation not only acts towards inclusive growth and sustainable development of the communities where we work but also contributes towards nation building.

The Sustainable Development Goals (SDGs) are a set of global targets adopted by governments that business can help achieve. There are currently 17 goals that are globally applicable and integrate economic, social and environmental aspects that, which comprise 169 indicators to help define progress.



### Social impact approach

Our CSR strategy is informed and developed in consultation with the community through a systematic, independent need assessment, as well as through Participatory Rural Appraisals (PRAs). Furthermore, an Advisory Committee—comprising senior members from the Adani Foundation and eminent personalities from the field—provides guidance and oversight.

We believe in positive relationships that are built with constructive engagement to enhance the economic, social and cultural well-being

of individuals and regions connected to our activities. We ensure that all our initiatives are successfully adopted by the community by promoting their active involvement throughout the planning, development and implementation of projects. Furthermore, internal as well as external impact assessments of our community development projects are carried out to measure their success.

Under the aegis of the Adani 'Act', the Adani Foundation takes up initiatives to facilitate appropriate enabling processes for bringing about equitable, gender-sensitive and self-

sustaining communities. With a people-centric approach, the foundation responds to the emerging needs at the grass-roots level, aligning its activities with the SDGs. The Adani Foundation aims to walk with communities, empowering people to look ahead by making the right choices and securing a bright and beautiful future together.

### Our growing reach

With a team of 250 dedicated, capable and determined professionals, Adani Foundation's interventions impact more than 4,00,000 families in 12 states across India.



Presence in over 12 states across india



Focus Areas

Our CSR activities are implemented through our partner Adani Foundation which conceptualizes its purpose by consolidating the activities under four broad working areas namely – Education, Community Health, Sustainable Livelihood Development & Rural Infrastructure Development.



Education

Education is a powerful means to reduce social inequality. We focus on three strategic interventions – program support, material support and infrastructure support – to improve the quality, enable better access to learning resources and widening the reach of education. We work with government institutions and private entities to achieve our objective of effective teaching for children for their learning and growth.



Community health

We are committed to promote and protect community health through a range of initiatives from delivering preventive healthcare services, improving community hygiene and sanitation, organising health camps, blood donation drives, and improving the quality of healthcare infrastructure.



Rural infrastructure

Rural infrastructure development initiatives are aimed at addressing community needs especially by bridging the gaps for enhancing their quality of life. Supporting the development of rural infrastructure has direct effects on economic growth and wellness within a community. Access to resources, increased opportunities for income generation, safe and clean sources of drinking water, access to primary healthcare facilities leads to more productive and healthier lives, in turn improving the overall well-being of communities.



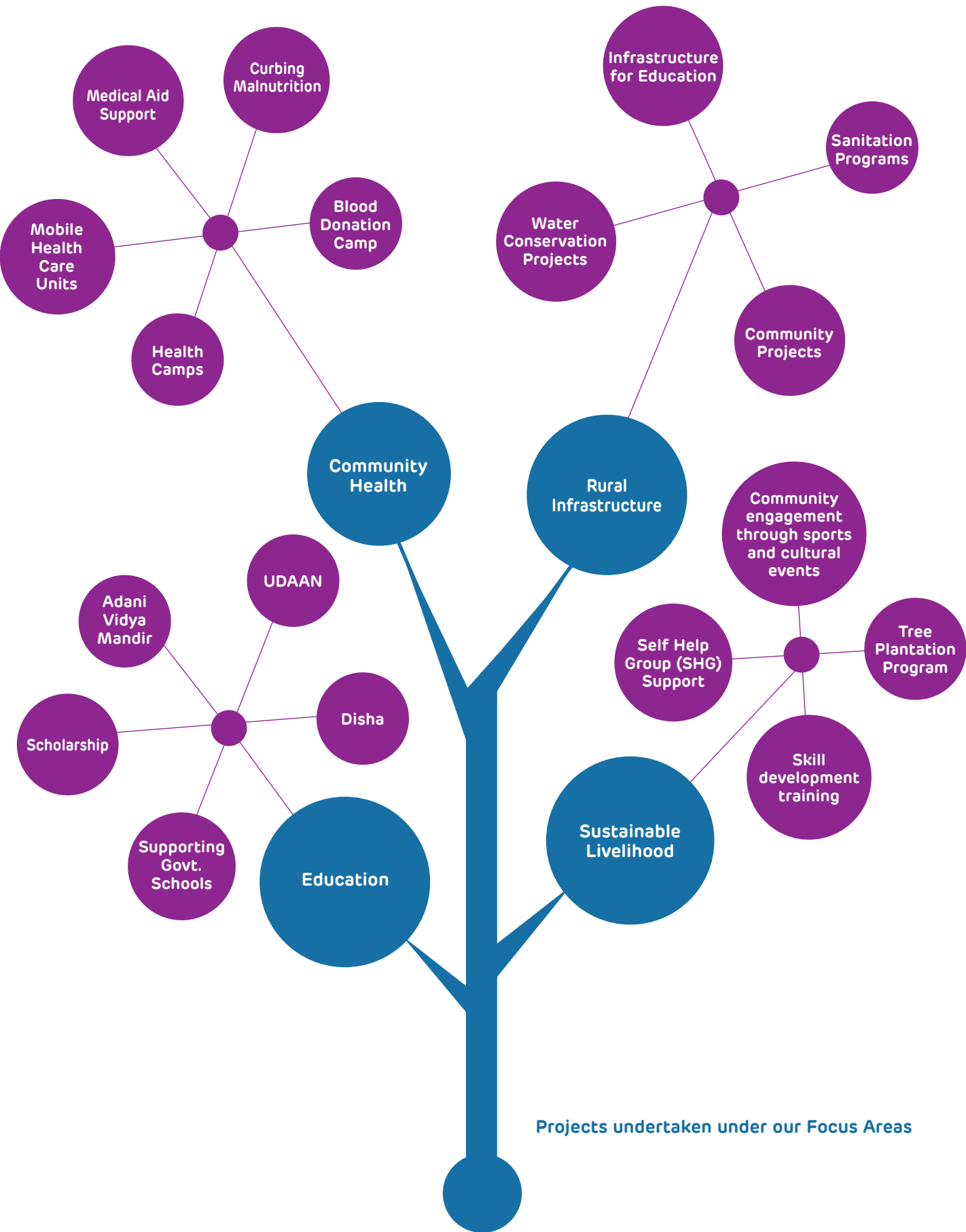
Sustainable Livelihoods

We intend to improve the bargaining power of marginalised communities by providing them with a range of informed choices and livelihood options, facilitating stakeholder consultations and developing dynamic local partnerships to upgrade their skill sets. This is achieved by building social capital, promoting cooperation through self-help-groups, supporting initiatives towards preservation of traditional arts and organising skills development training for the youth and women artisans.

Looking ahead

Our projects are focused on being catalysts for social transformation, helping the beneficiaries to become empowered through innovative and sustainable solutions. Through committed actions, we have and we will continue contributing to society and instigate a chain reaction that will help make future generations self-reliant.

The Adani Foundation has been ably supported by its stakeholders—including the state and central governments and our project implementation partners—who are making appreciable efforts and joining hands with us to impact lives.



Projects undertaken under our Focus Areas





GRI G4 Index: 'In accordance – core' with Electric Utilities Sector Disclosure

GRI G4 disclosures		Section reference		Omissions (if any)
General standard disclosure				
Indicator	Description	Section Name	Page number/ explanation	
G4-1	Statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability	CEO statement	06-07	-
G4-3	Name of the organization	About us	14	-
G4-4	Primary brands, products or services	About us	14	-
G4-5	Location of the organization's headquarters.	CSO statement	10	-
G4-6	Number of countries where the organization operates	CSO statement	10	-
G4-7	Nature of ownership and legal form.	CSO statement	10	-
G4-8	Markets served (geographic/types of customers)	CSO statement	10	-
G4-9	Scale of the reporting organization	CSO Statement; Human resources	10; 34	-
G4-10	Details on workforce broken down by gender, employment contract, employment type	Human resources	34-35	-
G4-11	Percentage of total employees covered by collective bargaining agreements	Human resources	39	-
G4-12	Description of the organization's supply chain	About us	14	-
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership, or its supply chain	GRI Index	No significant change during the reporting period.	-
G4-14	How the precautionary approach or principle is addressed by the organisation	Corporate Governance	20-25	-
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	About us	14	-
G4-16	Memberships of associations and national/ international advocacy organisations in which the organisation holds a position on the governance body and participates in projects or committees	About us	14	-
Identified Aspects and boundaries				
G4-17	Entities included in the organisation's consolidated financial statements with indication of coverage in the report	CSO statement	10	
G4-18	Process for defining the report content and the Aspect Boundaries	CSO statement	10-11	-
G4-19	Material Aspects identified in the process for defining report content	CSO statement	10-11	-
G4-20	Description of Aspect Boundary within the organisation for each material aspect	CSO statement	10-11	-
G4-21	Description of Aspect Boundary outside the organisation for eachmaterial aspect	CSO statement	10-11	-
G4-22	Explanation of the effect of any re-statement of information provided in the earlier Reports	GRI Index	No re-statements	-



GRI G4 disclosures		Section reference		Omissions (if any)
General standard disclosure				
Indicator	Description	Section Name	Page number/ explanation	
G4-23	Significant changes from previous reporting periods in the scope and aspect boundaries	GRI	No change	-
G4-24	List of stakeholder groups engaged by the organisation	CSO statement	11-12	-
G4-25	Basis for identification and selection of stakeholders with whom to engage	CSO statement	10-11	-
G4-26	Organisation's approach to stakeholder engagement	CSO statement	10-11	-
G4-27	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns	CSO statement	10-11	-
G4-28	Reporting Period	CSO statement	10-11	-
G4-29	Date of most recent previous Report	GRI Index	FY 2015-16	-
G4-30	Reporting cycle	GRI Index	Annual	
G4-31	Contact point for questions regarding the report or its contents	CSO statement	10-11	-
G4-32	GRI Content Index	This table	45-49	-
G4-33	Organisation's policy and current practice with regard to seeking external assurance for the report; relationship with the assurance providers; the highest governance body's involvement in seeking assurance for the organisation's Sustainability Report	CSO statement	10-11	-
G4-34	Governance structure of the organisation; committees responsible for decision making on economic, environmental and social impacts	Corporate Governance	21	-
G4-56	Organisation's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Corporate Governance	24-25	-
EU-4	Length of above and underground transmission and distribution lines by regulatory regime	About us	14	-
Specific Standard Disclosures – Material aspects				
DMA & Indicators	Descriptions	Section reference		
		Section name	Page number	
Category - Economic				
Material aspect – Economic performance				
G4-DMA	Generic disclosure on management approach	Economic performance	26	-
G4-EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Economic performance	26	-

GRI G4 disclosures		Section reference		Omissions (if any)
General standard disclosure				
Indicator	Description	Section Name	Page number/ explanation	
Material aspect – Indirect Economic Impact				
G4-DMA	Aspect specific disclosure on management approach	Corporate Social Responsibility	40-41	-
G4-EC7	Development and impact of infrastructure investments and services supported	Corporate Social Responsibility	40-41	-
Material aspect – System efficiency				
EU12	Transmission and distribution losses as a percentage of total energy.	Economic performance	26	-
Category - Environment				
Material aspect – Materials				
G4-DMA	Aspect specific disclosure on management approach	Environmental performance	30	-
G4-EN1	Materials used by weight or volume	Environmental performance	31	-
Material aspect – Energy				
G4-DMA	Aspect specific disclosure on management approach	Environmental performance	22	-
G4-EN3	Energy consumption within the organisation	Environmental performance	23	-
G4-EN4	Energy consumption outside of the organisation	Environmental performance	23	-
Material aspect – Water				
G4-DMA	Generic disclosure on management approach	Environmental performance	31	-
G4-EN8	Total water withdrawal by source	Environmental performance	31	-
Material aspect - Biodiversity				
G4-DMA	Aspect specific disclosure on management approach	Environmental performance	32	-
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Environmental performance	32	-
EU-13	Biodiversity offset habitats compared to the biodiversity of the affected areas	Environmental performance	32	-
Material aspect - Emissions				
G4-DMA	Aspect specific disclosure on management approach	Environmental performance	31	-
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope1)	Environmental performance	31	-
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	Environmental performance	31	-
G4-EN20	Emissions of ozone-depleting substances (ODS)	Environmental performance	31	-
Material aspect – Effluents and waste				
G4-DMA	Generic disclosure on management approach	Environmental performance	32	-
G4-EN23	Total weight of waste by type and disposal method	Environmental performance	32	-



GRI G4 disclosures		Section reference		Omissions (if any)
General standard disclosure				
Indicator	Description	Section Name	Page number/ explanation	
Material aspect - Compliance				
G4-DMA	Generic disclosure on management approach	Environmental performance	30-33	-
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Environmental performance	33	-
Material aspect - Overall				
G4-DMA	Generic disclosure on management approach	Environmental performance	30-33	-
G4-EN31	Total environmental protection expenditures and investments by type	Environmental performance	33	-
Category - Social				
Sub-category – Labour Practices and Decent Work				
Material aspect -Employment				
G4-DMA	Aspect specific disclosure on management approach	Human resources	35	-
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Human resources	35	-
EU15	Percentage of employees eligible to retire in the next 5 and 10 years broken down by job category and by region	Human resources	35	-
EU16	Policies and requirements regarding health and safety of employees and employees of contractors and subcontractors	Health & safety	28-29	
Material aspect – Occupational Health & Safety				
G4-DMA	Aspect specific disclosure on management approach	Health & safety	28-29	
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism and total number of work related fatalities	Health & safety	28-29	-
Material aspect – Training & Education				
G4-DMA	Generic disclosure on management approach	Human resources	36-39	-
G4-LA9	Average hours of training per year per employee by gender, and by employee category	Human resources	37	-
Material aspect – Diversity				
G4-DMA	Generic disclosure on management approach	Human resources	39	-
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Human resources	39	-
Sub-category – Human rights				
Material aspect – Non-discrimination				
G4-DMA	Generic disclosure on management approach	Human resources	39	-
G4-HR3	Report the total number of incidents of discrimination during the reporting period.	Human resources	39	-

GRI G4 disclosures		Section reference		Omissions (if any)
General standard disclosure				
Indicator	Description	Section Name	Page number/ explanation	
Material aspect – Freedom of association and collective bargaining				
G4-DMA	Aspect specific disclosure on management approach	Human resources	39	-
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Human resources	39	-
Material aspect – Child Labour				
G4-DMA	Generic disclosure on management approach	Human resources	39	-
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labour, and measures taken to contribute to the effective abolition of child labour	Human resources	39	-
Material aspect – Forced and compulsory labour				
G4-DMA	Generic disclosure on management approach	Human resources	39	-
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of all forms of forced or compulsory labour	Human resources	39	-
Sub-category – Society				
Material aspect – Local communities				
G4-DMA	Aspect specific disclosure on management approach	Human resources	41-44	-
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Human resources	41-44	-
EU19	Stakeholder participation in the decision making process related to energy planning and infrastructure development.	CSO's statement	10-11	-
Material aspect – Anti-corruption				
G4-DMA	Aspect specific disclosure on management approach	Corporate Governance	23-24	-
G4-SO4	Communication and training on anti-corruption policies and procedures	Corporate Governance	23-24	-
G4-SO5	Confirmed incidents of corruption and actions taken	Corporate Governance	23-24	-
Material aspect – Compliance				
G4-DMA	Generic disclosure on management approach	Corporate Governance	25	-
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Corporate Governance	25	-
Material aspect - Disaster/ Emergency Planning and Response				
G4-DMA	Aspect specific disclosure of management approach	About us	18	-
EU21	Contingency planning measures, disaster/ emergency management plan and training programs, and recovery/restoration plans.	About us	18	-



## ATL Sustainability Report FY 2015-16

### Abbreviations

Sr. No.	Abbreviation	Full Form
1	AC	Alternating Current
2	AIIM	Adani Institute of Infrastructure Management
3	AMDC	Adani Management and Development Centre
4	ATIL	Adani Transmission (India) Limited
5	ATL	Adani Transmission Limited
6	APTRI	Adani Power Training and Research Institute
7	ATRL	Adani Transmission (Rajasthan) Limited
8	BBS	Behaviour-Based Safety
9	BOOM	Build, Own, Operate and Maintain
10	BR	Business Responsibility
11	CBD	Convention on Biological Diversity
12	CEA	Central Electricity Authority
13	CEO	Chief Executive Officer
14	CERC	Central Electricity Regulatory Commission
15	Ckt Km	Circuit Kilometre
16	CRZs	Coastal Regulation Zones
17	CSO	Chief Sustainability Officer
18	CSR	Corporate Social Responsibility
19	CSR&S	Corporate Social Responsibility and Sustainability
20	CTU	Central Transmission Utility
21	cu m.	Cubic Meter
22	CWRTL	Chhattisgarh-WR Transmission Limited
23	DG	Diesel Generator
24	DOA	Delegation Of Authority
25	EBITDA	Earnings Before Interest, Taxes, Depreciation and Amortization
26	EHV	Extra High Voltage
27	EPC	Engineering, Procurement and Construction
28	ERS	Emergency Restoration System
29	EUSD	Electric Utilities Sector Disclosure
30	FMEA	Failure Mode Effects Analysis
31	FSC	Fixed Series Compensation
32	FTA	Fixed Term Appointment
33	FY	Financial Year
34	GETCO	Gujarat Energy Transmission Corporation
35	GHG	Green House Gas
36	GIS	Geographic Information System
37	GPS	Global Positioning System
38	HR	Human Resources
39	HSE	Health, Safety and Environment
40	HVAC	High Voltage Alternating Current
41	HVDC	High Voltage Direct Current
42	ILP	Industrial Liaison Program

## ATL Sustainability Report FY 2015-16

### Abbreviations

Sr. No.	Abbreviation	Full Form
43	INR	Indian Rupees
44	ISTS	Inter State Transmission System
45	IT	Information Technology
46	KG	Kilo Gram
47	KM	Kilometres
48	KRA	Key Result Areas
49	kV	Kilo Volts
50	LED	Light-Emitting Diode
51	LMS	Learning Management System
52	MAAS	Management Audit & Assurance Services
53	MEGPTCL	Maharashtra Eastern Grid Power Transmission Company Limited
54	MERC	Maharashtra Electricity Regulatory Commission
55	MIT	Massachusetts Institute of Technology
56	MT	Metric Tonnes
57	MVA	Mega Volt Amp
58	MW	Mega Watts
59	MWh	Megawatt Hours
60	No.	Number
61	O&M	Operation & Maintenance
62	ODS	Ozone depleting substances
63	OH&S	Occupational Health and Safety
64	OHSAS	Occupation Health and Safety Assessment Series
65	PCB	Polychlorinated bi-phenyl
66	PGDM	Post Graduate Diploma in Management
67	POSH	Prevention Of Sexual Harassment
68	PRA	Participatory Rural Appraisals
69	RRVPL	Rajasthan Rajya Vidyut Prasaran Nigam Limited
70	RRWTL	Raipur-Rajnandgaon-Warora Transmission Limited
71	SDG	Sustainable Development Goals
72	SEBI	Securities and Exchange Board of India
73	SOP	Standard Operating Procedure
74	ST	Sustainability Team
75	STL	Sipat Transmission Limited
76	TBCB	Tariff Based Competitive Bidding
77	tCO2e	Tonnes of carbon dioxide equivalent
78	TNI	Training Need Identification
79	UAS	Unmanned Aerial System
80	UHV	Ultra High Voltage
81	USA	United States of America
82	VRM	Vendor Relationship Management
83	YTD	Year to date
84	WR	Western Region





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Resources



Logistics



Energy