

POLICIES AND PROCESSES:

Contents:

Particulars
Board Diversity and Remuneration Policy:
- Framework for performance evaluation of Independent Directors and the Board (Annexure A)
- Framework for Separate Meeting of Independent Directors (Annexure B)
- Familiarisation Programme for Independent Directors (Annexure C)

POLICY ON BOARD DIVERSITY

1. Purpose of this Policy:

This Policy on Board Diversity (the “Policy”) sets out the Company’s approach to ensuring adequate diversity in its Board of Directors (the “Board”) and is devised in consultation with the Nomination and Remuneration Committee (the “Committee”) of the Board.

2. Scope of Application:

The Policy applies to the Board of Suzlon Energy Limited (the “Company”).

3. Policy Statement:

The Company recognises and embraces the benefits of having a diverse Board of Directors and sees increasing diversity at Board level as an essential element in maintaining a competitive advantage in the complex business that it operates. It is recognised that a Board composed of appropriately qualified people with broad range of experience relevant to the business of the Company is important to achieve effective corporate governance and sustained commercial success of the Company. A truly diverse Board will include and make good use of differences in the skills, regional and industry experience, background, race, gender and other distinctions amongst Directors. These differences will be considered in determining the optimum composition of the Board and when possible should be balanced appropriately. At a minimum, the Board of the Company shall consist of at least one woman Director. All Board appointments are made on merit, in the context of the skills, experience, independence, knowledge and integrity which the Board as a whole requires to be effective.

4. Review of the Policy:

The Board and the Committee will review this Policy on a regular basis to ensure its effectiveness and also compliance with revised Clause 49 of the Equity Listing Agreement (the “Clause 49”).

REMUNERATION POLICY

1. Purpose of this Policy:

Suzlon Energy Limited (“SEL” or the “Company”) has adopted this Policy on appointment and remuneration of the Directors, Key Managerial Personnel and Senior Management (the “Policy”) as required by the provisions of Section 178 of the Companies Act, 2013 (the “Act”) and the provisions of Clause 49.

The purpose of this Policy is to establish and govern the procedure applicable:

- a) To evaluate the performance of the members of the Board.
- b) To ensure remuneration to Directors, KMP and Senior Management involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals.
- c) To retain, motivate and promote talent and to ensure long term sustainability of talented managerial persons and create competitive advantage.

The Committee should ensure that the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate Directors of the quality required to run the Company successfully and the relationship of remuneration to performance is clear and meets appropriate performance benchmarks.

2. Definitions:

Independent Director means a director referred to in Section 149(6) of the Act and the Clause 49, as amended from time to time.

Key Managerial Personnel (the “KMP”) shall mean “Key Managerial Personnel” as defined in Section 2(51) of the Act.

Nomination and Remuneration Committee, by whatever name called, shall mean a Committee of Board of Directors of the Company, constituted in accordance with the provisions of Section 178 of the Act and the Clause 49.

Remuneration means any money or its equivalent given or passed to any person for services rendered by him and includes perquisites as defined under the Income-tax Act, 1961.

Senior Management means personnel of the Company who are members of its core management team excluding Board of Directors. This would include all members of management one level below the Executive Directors, including all functional heads.

Words and expressions used and not defined in this Policy, but defined in the Act or any rules framed under the Act or the Securities and Exchange Board of India Act, 1992 and Rules and Regulations framed thereunder or in the Clause 49 or the Accounting Standards shall have the meanings assigned to them in these regulations.

3. Composition of the Committee:

The composition of the Committee is / shall be in compliance with the Act, Rules made thereunder and the Clause 49, as amended from time to time.

4. Role of the Committee:

The Committee shall:

- a) Formulate the criteria for determining qualifications, positive attributes and independence of a Director;
- b) Identify persons who are qualified to become Director and persons who may be appointed in Key Managerial and Senior Management positions in accordance with the criteria laid down in this Policy;
- c) Lay down the evaluation criteria for performance evaluation of Independent Director and the Board;
- d) Recommend to the Board, appointment, remuneration and removal of Director, KMP and Senior Management;
- e) To devise a Policy on Board diversity.

5. Appointment and removal of Director, KMP and Senior Management:

5.1 Appointment criteria and qualification:

The Committee shall identify and ascertain the integrity, qualification, expertise and experience of the person for appointment as Director in terms of Diversity Policy of the Board and recommend to the Board his / her appointment.

For the appointment of KMP (other than Managing / Wholetime Director) or Senior Management, a person should possess adequate qualification, expertise and experience for the position he / she is considered for the appointment. Further, for administrative convenience, the appointment of KMP (other than Managing / Wholetime Director) or Senior Management, the Managing Director is authorised to identify and appoint a suitable person for such position. However, if the need be, the Managing Director may consult the Committee / Board for further directions / guidance.

5.2 Term:

The Term of the Directors including Managing / Wholetime Director / Independent Director shall be governed as per the provisions of the Act and Rules made thereunder and the Clause 49, as amended from time to time.

Whereas the term of the KMP (other than the Managing / Wholetime Director) and Senior Management shall be governed by the prevailing HR policies of the Company.

5.3 Evaluation:

The Committee shall carry out evaluation of performance of every Director.

The Committee shall identify evaluation criteria which will evaluate Directors based on knowledge to perform the role, time and level of participation, performance of duties, level of oversight, professional conduct and independence. The appointment / re-appointment / continuation of Directors on the Board shall be subject to the outcome of the yearly evaluation process.

Framework for performance evaluation of Independent Directors and the Board is as per Annexure A to this Policy.

5.4 Removal:

Due to reasons for any disqualification mentioned in the Act or under any other applicable Act, Rules and Regulations thereunder and / or for any disciplinary reasons and subject to such applicable Acts, Rules and Regulations and the Company's prevailing HR policies, the Committee may recommend, to the Board, with reasons recorded in writing, removal of a Director, KMP or Senior Management.

6. Remuneration of Managing / Whole-time Director, KMP and Senior Management:

The remuneration / compensation / commission, etc., as the case may be, to the Managing / Wholetime Director will be determined by the Committee and recommended to the Board for approval. The remuneration / compensation / commission, etc., as the case may be, shall be subject to the prior / post approval of the shareholders of the Company and Central Government, wherever required and shall be in accordance with the provisions of the Act and Rules made thereunder. Further, the Managing Director of the Company is authorised to decide the remuneration of KMP (other than Managing / Wholetime Director) and Senior Management, and which shall be decided by the Managing Director based on the standard market practice and prevailing HR policies of the Company.

7. Remuneration to Non-executive / Independent Director:

The remuneration / commission / sitting fees, as the case may be, to the Non-Executive / Independent Director, shall be in accordance with the provisions of the Act and the Rules made thereunder for the time being in force or as may be decided by the Committee / Board / shareholders.

An Independent Director shall not be entitled to any stock option of the Company unless otherwise permitted in terms of the Act and the Clause 49, as amended from time to time.

Annexure A

Framework for performance evaluation of Independent Directors and the Board

As per the provisions of Clause 49, the Nomination and Remuneration Committee (the “Committee”) shall lay down the evaluation criteria for performance evaluation of Independent Directors and the Board. Further, in terms of Clause 49, the Board is required to monitor and review Board Evaluation Framework. This Framework shall contain the details of Board’s self-evaluation framework (including all Committees of the Board and individual directors).

The Board is committed to assessing its own performance as a Board in order to identify its strengths and areas in which it may improve its functioning. To that end, the Committee shall establish the following processes for evaluation of performance of Independent Director and the Board:

1. Once a year, the Board will conduct a self-evaluation. It is the responsibility of the Chairman of the Board, supported by the Company Secretary of the Company, to organise the evaluation process and act on its outcome;
2. The Committee shall formulate evaluation criteria for the Board and the Independent Directors which shall be broadly based on:
 - 2.1 Knowledge to perform the role;
 - 2.2 Time and level of participation;
 - 2.3 Performance of duties and level of oversight; and
 - 2.4 Professional conduct and independence.
3. The Board / Independent Directors shall be asked to complete the evaluation forms and submit the same to the Chairman.
4. In terms of Section 134 of the Act, the Directors’ Report should include a statement indicating a manner in which the Board has done formal annual evaluation of its own performance, performance of Committees and individual Directors of the Company.

Annexure B

Framework for Separate Meeting of Independent Directors

As required by the provisions of Schedule IV to the Act and the provisions of Clause 49, the Independent Directors of the Company shall hold at least one meeting in a year, without the attendance of Non-independent Directors and members of the management.

The meeting shall:

- (a) review the performance of Non-independent Directors and the Board as a whole;
- (b) review the performance of the Chairperson of the Company, taking into account the views of Executive Directors and Non-executive Directors;
- (c) assess the quality, quantity and timeliness of flow of information between the Company management and the Board that is necessary for the Board to effectively and reasonably perform their duties.

This meeting could be held prior or after the Board Meeting. The Independent Directors are free to call such meeting at any point of time, as desired.

Annexure C

Familiarisation Programme for Independent Directors

As required by the provisions of Schedule IV to the Act and the provisions of Clause 49, the Company is required to develop a Familiarisation Programme for the Independent Directors of the Company.

The Company will impart Familiarisation Programmes for new Independent Directors inducted on the Board of the Company.

The Familiarisation Programme of the Company will provide information relating to the Company, wind energy / renewable energy industry, business model of the Company, geographies in which Company operates, etc. The programme also intends to improve awareness of the Independent Directors on their roles, rights, responsibilities towards the Company. Further, the Familiarisation Programme should also provide information relating to the financial performance of the Company and budget and control process of the Company. The Managing Director or such other authorised officer(s) of the Company shall lead the Familiarisation Programme on aspects relating to business / industry. The Chief Financial Officer or such other authorised officer(s) of the Company may participate in the programme for providing inputs on financial performance of the Company and budget, control process, etc.

Performance Evaluation of Independent Directors

Background:

Clause 49 of the Listing Agreement entered into by the Company with the BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") requires the Nomination and Remuneration Committee of the Board to lay down evaluation criteria for performance evaluation of Independent Directors.

Sr. No.	Criteria of Evaluation	Rating			Comments
		1	2	3/N/a	
I	Knowledge to perform the role				
	1 Demonstrates knowledge of the sector in which the company operates				
	2 Has knowledge and familiarity with the business of the Company, its subsidiaries, plants etc.				
	3 Has an understanding of the key risks facing the Company				
	4 Has kept himself / herself abreast through Familiarisation Programme / module				
	5 Has an understanding of the key policies of the Company				
	6 Is aware of key information furnished by the Company to the Stock exchange.				
II	Time and Level of Participation				
	1 Has attended meetings of the Board or Board committees where he is a member				
	2 Has attended general meetings of the Company including the Annual General Meeting				
	3 Has participated as part of the Board / Committee meeting on performance of the Company v/s Budgets				
	4 Has participated at Audit Committee meetings and discussed with Internal Auditors to understand various concerns				
	5 Has participated at Audit Committee meetings and discussed with Statutory Auditors to understand various concerns				
	6 Has participated at Board Meetings to understand litigations, etc.				
	7 Have had discussions with the management at various meetings to understand the following: - Key performance drivers and reason for key variations in financial numbers compared to prior quarters. - Key areas of judgement and estimates - Key accounting positions taken by the Company which have a bearing on the financial performance - Understanding if any expert assistance is needed in any of the areas - Adequacy of internal controls on financial reporting				
	8 Does not unfairly obstruct the functioning of the Board or Committee of the Board where he is a member				
III	Performance of Duties and Level of Oversight				
	1 Has reviewed levels of remunerations and terms of appointment of executive directors, key management personnel and senior management.				
	2 Has reviewed levels of remunerations and terms of appointment of statutory auditors, including				

Performance Evaluation of Independent Directors

Background:

Clause 49 of the Listing Agreement entered into by the Company with the BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") requires the Nomination and Remuneration Committee of the Board to lay down evaluation criteria for performance evaluation of Independent Directors.

Sr. No.	Criteria of Evaluation	Rating				Comments
		1	2	3	N/a	
	independence compliance of non-audit services rendered by the statutory auditors.					
3	Has ensured that concerns raised are addressed by the Board. If significant concerns are not addressed, ensures that these are minuted in the minutes of the Board meeting.					
4	Has reviewed the Related Party transactions and ensured that they are in the interest of the Company.					
5	Has participated constructively and objectively in all meetings of the Board or committee of the Board where he is a member					
6	Has evaluated all significant compliants and whistle blower information received by the Company					
7	Has ensured that the money spent on CSR has been as per the CSR policy approved by the CSR committee.					
8	Has reviews the Annual Report, especially the MD&A.					
IV	Professional Conduct and Independence					
1	Has complied with the Code of Ethics of the Company					
2	Has complied with the Insider Trading Policy of the Company					
3	Has maintained confidentiality of all information obtained in the capacity of an Independent Director.					
4	Has provided timely declaration to the Company as required by section 149 (6) and 149 (7) of Companies Act 2013.					
5	Has intimated the Company immediately if there are any issues relating to Independence.					
6	Has not abused his position for gaining any personal benefit either for himself or any person related.					
7	Has no litigation pending relating to issues of integrity.					

Key to ratings

Description	Rating
Does not meet evaluation parameter	1
Meets evaluation parameter	2
Exceeds evaluation parameter	3
Not Applicable	n/a

Performance Evaluation of the Board

Background:

Clause 49 of the Listing Agreement entered into by the Company with the BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") requires the Nomination and Remuneration Committee of the Board to lay down evaluation criteria for performance evaluation of the Board.

Sr. No.	Criteria of Evaluation	Rating				Comments
		1	2	3	N/a	
I	Knowledge to perform the role					
	1 Demonstrates knowledge of the sector in which the company operates					
	2 Has knowledge and familiarity with the business of the Company, its subsidiaries, plants etc.					
	3 Has an understanding of the key risks facing the Company					
	4 Has kept himself / herself abreast through Familiarisation Programme / module				N/a	
	5 Has an understanding of the key policies of the Company					
	6 Is aware of key information furnished by the Company to the Stock exchange.					
II	Time and Level of Participation					
	1 Has attended meetings of the Board or Board committees where he is a member					
	2 Has attended general meetings of the Company including the Annual General Meeting					
	3 Has participated as part of the Board / Committee meeting on performance of the Company v/s Budgets					
	4 Has participated at Audit Committee meetings and discussed with Internal Auditors to understand various concerns					
	5 Has participated at Audit Committee meetings and discussed with Statutory Auditors to understand various concerns					
	6 Has participated at Board Meetings to understand litigations, etc.					
	7 Have had discussions with the management at various meetings to understand the following: - Key performance drivers and reason for key variations in financial numbers compared to prior quarters. - Key areas of judgement and estimates - Key accounting positions taken by the Company which have a bearing on the financial performance - Understanding if any expert assistance is needed in any of the areas - Adequacy of internal controls on financial reporting					
	8 Does not unfairly obstruct the functioning of the Board or Committee of the Board where he is a member					
III	Performance of Duties and Level of Oversight					
	1 Has reviewed levels of remunerations and terms of appointment of executive directors, key management personnel and senior management.					
	2 Has reviewed levels of remunerations and terms of appointment of statutory auditors, including					

Performance Evaluation of the Board

Background:

Clause 49 of the Listing Agreement entered into by the Company with the BSE Limited ("BSE") and National Stock Exchange of India Limited ("NSE") requires the Nomination and Remuneration Committee of the Board to lay down evaluation criteria for performance evaluation of the Board.

Sr. No.	Criteria of Evaluation	Rating				Comments
		1	2	3	N/a	
	independence compliance of non-audit services rendered by the statutory auditors.					
3	Has ensured that concerns raised are addressed by the Board. If significant concerns are not addressed, ensures that these are minuted in the minutes of the Board meeting.					
4	Has reviewed the Related Party transactions and ensured that they are in the interest of the Company.					
5	Has participated constructively and objectively in all meetings of the Board or committee of the Board where he is a member					
6	Has evaluated all significant compliants and whistle blower information received by the Company					
7	Has ensured that the money spent on CSR has been as per the CSR policy approved by the CSR committee.					
8	Has reviews the Annual Report, especially the MD&A.					
IV	Professional Conduct and Independence					
1	Has complied with the Code of Ethics of the Company					
2	Has complied with the Insider Trading Policy of the Company					
3	Has maintained confidentiality of all information obtained in the capacity of an Independent Director.					
4	Has provided timely declaration to the Company as required by section 149 (6) and 149 (7) of Companies Act 2013.					
5	Has intimated the Company immediately if there are any issues relating to Independence.					
6	Has not abused his position for gaining any personal benefit either for himself or any person related.					
7	Has no litigation pending relating to issues of integrity.					

Key to ratings

Description	Rating
Does not meet evaluation parameter	1
Meets evaluation parameter	2
Exceeds evaluation parameter	3
Not Applicable	n/a