

SOCIAL PERFORMANCE REPORT - NOV 2016

Saahas Waste Management Pvt. Ltd. collects and processes waste from corporate offices, residential apartments, manufacturing facilities, schools, hotels and hospitals across Bangalore and Chennai. The company recruits mostly women from very poor and marginalized backgrounds, and provides formal training and employment in the waste management sector.

Saahas provides each employee with a reliable salary, healthcare, pension, insurance benefits, and an opportunity to build new skills and knowledge. The company emphasizes a safe and dignified work environment with adequate protective gear and training for hygienic waste handling practices.

Joining forces with the Indian Angel Network and Open Road Alliance, Upaya partnered with Saahas in August 2015. This social performance report assesses the general profile of a sampling of Saahas's jobholders, and monitors increases in income and other improvements the jobholders and their households are able to make to their quality of life after joining the Saahas workforce.

1,114

Jobholders

89%

% female jobholders*

\$3.85

Average daily income per jobholder*

2.1 yrs

Average tenure of a jobholder*

METHODOLOGY

Survey period

Feb - July 2016 **

Jobholders surveyed

109

Total household members covered by the survey

437

Exchange Rate \$1 = INR 65

Jobholder categories

The 109 jobholders surveyed are all considered full-time employees of Saahas -- out of a total 114 employees -- who work in the waste sorting and processing facilities.

Saahas also works with 1,000 other individuals who are engaged part-time in the collection and recycling of TetraPak materials. Saahas pays the TetraPak workers on a per kilogram basis of material collected, however, these workers are not eligible for other benefits. TetraPak workers were not available for surveying at the time of this exercise.

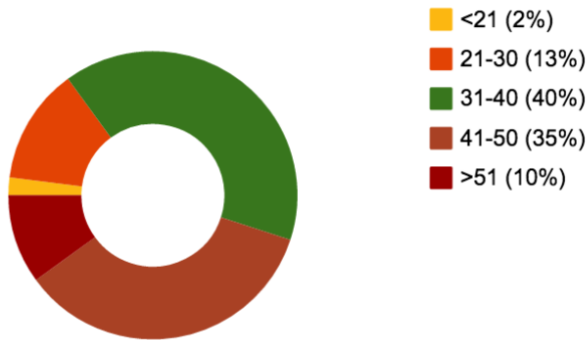
* This metric only applies to the 109 individuals surveyed, who comprise the full-time workforce. This metric does not include the part-time TetraPak workforce.

** The data presented here was collected through surveys conducted from Feb-July'16. The job numbers have been updated to reflect the status as of Nov '16.

JOBHOLDER PROFILE

AGE GROUP

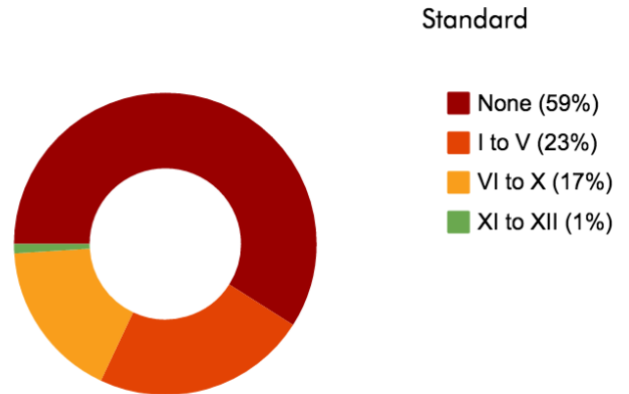
n=109



Average age of the jobholders is 40 years.

LITERACY LEVEL

n=106



Standard

83% of the jobholders have completed only primary education

PROGRESS OUT OF POVERTY INDEX® (PPI®)

POVERTY LIKELIHOOD

25%

Live below \$1.25/day

83%

Live below \$2.50/day

The Progress out of Poverty Index® (PPI®) is an easy-to-use poverty measure developed by Grameen Foundation that allows organizations to assess and track changes in poverty rates among beneficiaries over time.

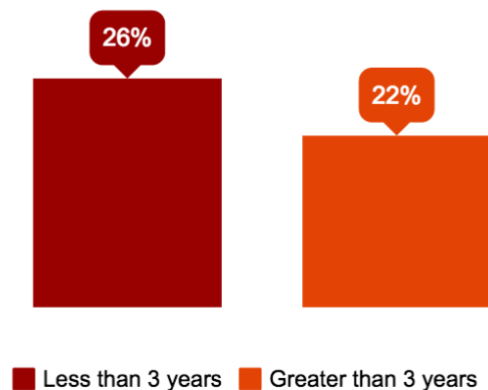
The PPI scorecard comprises ten questions that cover a wide variety of household parameters such as primary income source, number of children, and asset ownership (eg. TV, almirah/dressing table, bicycle). Scores associated with each response determine the aggregate PPI score for a household, which ranges from 0 (most likely to live below poverty line) to 100 (least likely to live below poverty line).

It is important to note that the PPI score is not an indication of actual poverty level but is the likelihood of a household to fall below the poverty line. Based on this PPI score we estimate the number of households that are likely to fall below the poverty line.

TENURE AND PPI

The poverty likelihood of a jobholder steadily drops over time. A jobholder who has worked with Saahas for more than 3 years has a lower poverty likelihood compared to a jobholder who has worked with Saahas for less than 3 years.

Likelihood of living below \$1.25 a day



INCOME

AVERAGE JOBHOLDER INCOME n=109

\$1.88/day → \$3.85/day
Before Saahas After Saahas

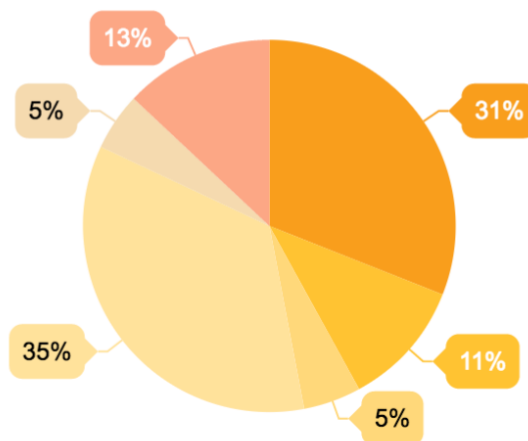
↑ 105%
Jobholder income increase

- The above represents a cumulative increase inclusive of those jobholders who were not working prior to joining Saahas. Jobholders who were working prior to Saahas witnessed a 22% increase in income. For 27% of respondents, Saahas is their first job.
- For 18% of the households, income from Saahas is the only source of income.
- For 42% of households, income from Saahas forms the majority of household income.

On an average the households witnessed a 105% increase in their income after joining Saahas. The level of increase in income varies for different households and also depends on the tenure of the jobholder with Saahas. A distribution of the different levels of income increase is depicted in the chart below.

Income increase % for jobholders

100% - No income before Saahas (31%) Greater than 100% (11%) 50% to 90% (5%) 10% to 50% (35%)
Less than 10% (5%) Reduction in jobholder income (13%)



42% of the jobholders witnessed either 100% increase (as they did not work prior to joining Saahas) or greater than 100% increase in income



Roughly 13% of the households surveyed saw a reduction in income after joining Saahas. One of the main reasons for reduction is that in most cases, the income earned earlier was in the form of daily wages. Even though the capacity to earn was high, the jobholder did not find work on all days in a month on a consistent basis; therefore, the steady income that Saahas offers is very important to them.

- 25% of the jobholders who saw a reduction in income mentioned that "getting a fixed and monthly salary" is what they like most about working at Saahas
- Another 25% mentioned that the company treats them well and they appreciate this the most, compared to other employers.

UTILITIES



76%

Households that have electricity supply



42%

Households that have an LPG connection

SAVINGS AND LOAN

A typical Saahas household has 3 adults and 2 children. Access to steady cash flows gives them the ability to save for the future and also repay their existing debts.



72%

Households that have some form of savings

\$0.80

Average saving per household per day



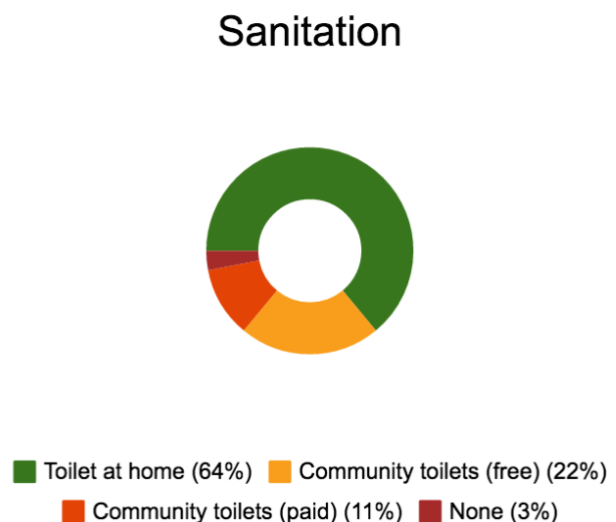
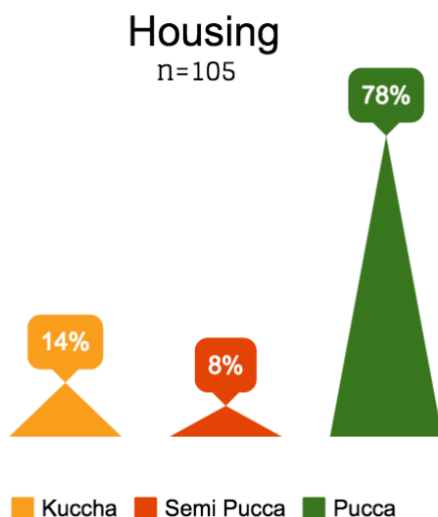
51%

Households that have loans outstanding

Surveyed households reported taking loans in the past for the following: education, housebuilding/repair, medical expenses and weddings

HOUSING AND SANITATION

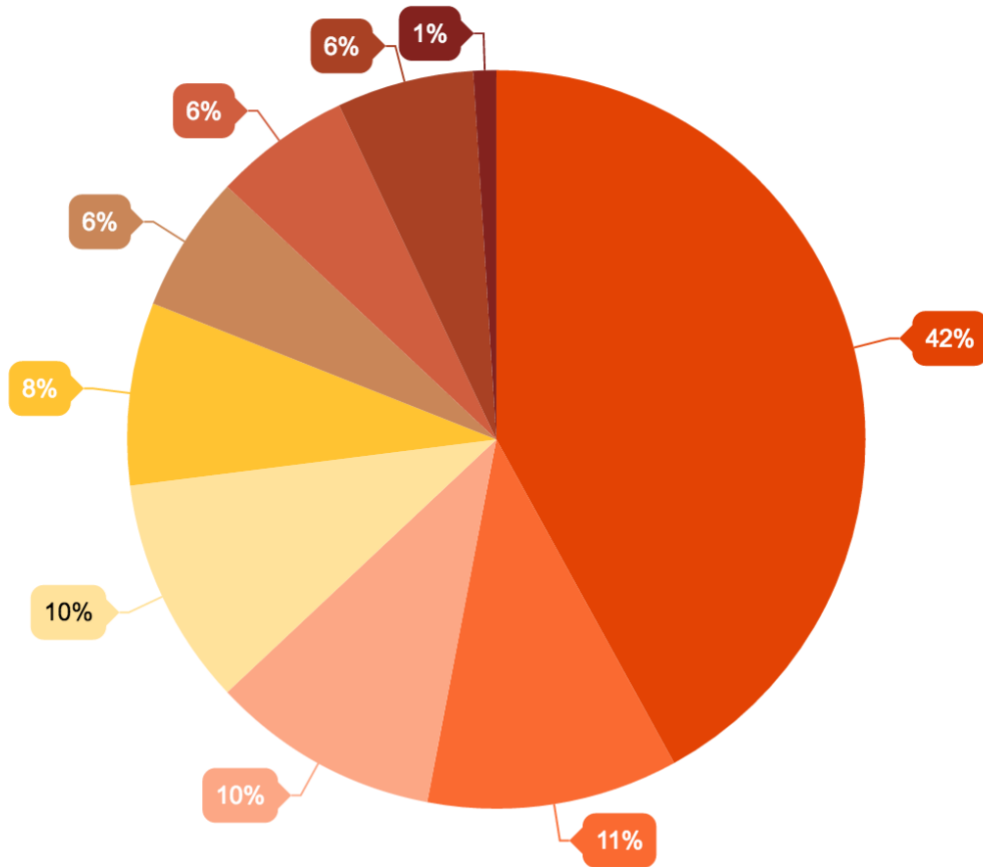
Interestingly, only 14% of the respondents currently live in "kuccha" houses, i.e. those that are considered non-sturdy and made with makeshift materials such as mud and thatch. 78% of respondents live in higher-quality "pucca" housing made of materials such as brick and cement. Most respondents (64%) also can afford toilets at home. Extreme poverty is typically correlated with poor quality housing and sanitation; Saahas employees appear to be better able to afford and maintain higher living standards compared to their peers.



HOUSEHOLD EXPENDITURE

TOTAL HOUSEHOLD SPEND : \$7.20/day

n=109



■ Food (42%)
 ■ Loan Repayment (11%)
 ■ Rent (10%)
 ■ Festivals/Cinema/Entertainment (10%)
 ■ School Fees (8%)
 ■ Utilities (Gas, Water) (6%)
 ■ Transportation (6%)
 ■ Medicines (6%)
 ■ Miscellaneous (1%)

More than 40% of households' daily expenditure goes towards food. Loan repayment is the next highest category of spend at 11%, followed by rent and special occasions at 10%. The rest is fairly evenly distributed between school fees, utilities, transportation and healthcare.

CHILDREN'S EDUCATION



94%

out of the 110 children of school-going age attend school



Average schooling expense per child per day

\$0.70

Private school (42%)

\$0.40

Govt. school (58%)

ASSET OWNERSHIP

UTILITY ASSETS

Raised bed, chairs, water storage drum, water purifier, cookstove, almirah/dressing table, casserole

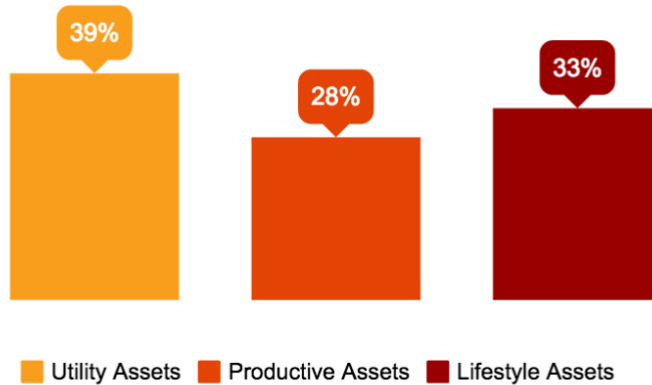
PRODUCTIVE ASSETS

Mobile phone, bicycle, sewing machine, two wheeler, computer

LIFESTYLE ASSETS

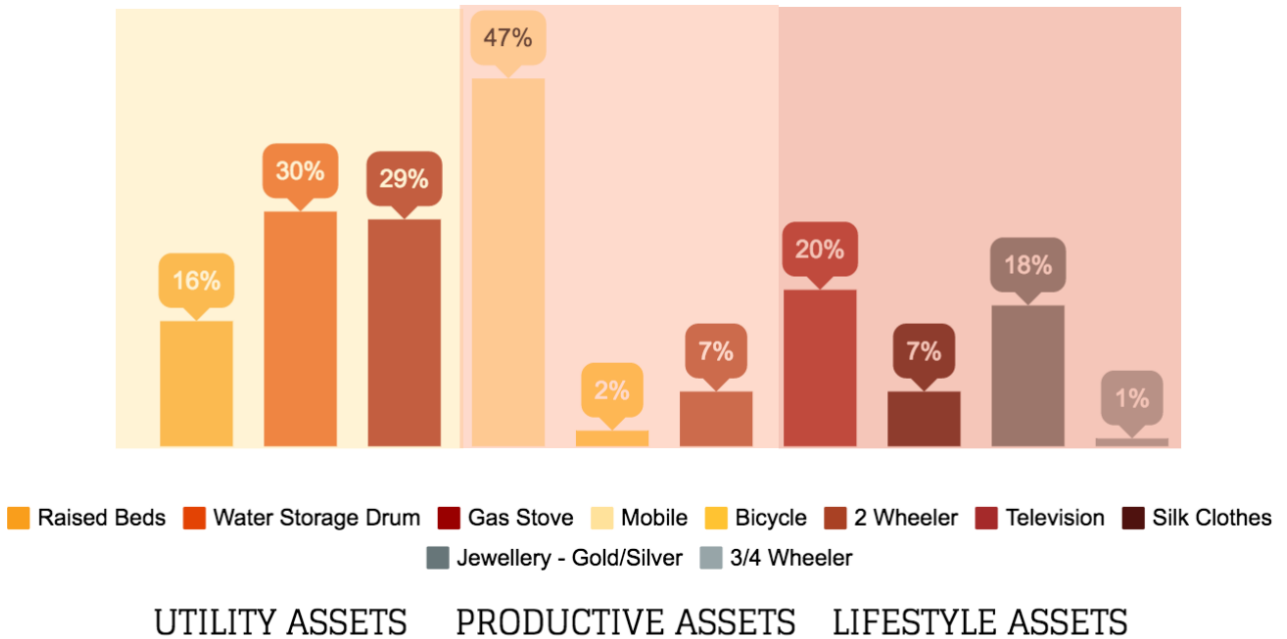
Television, silk clothes, jewellery, automobile, 3/4 wheeler, washing machine

Asset ownership pattern



As households become more affluent, they first acquire more utility assets, followed by productive assets and then lifestyle assets.

Assets purchased after joining Saahas



JOB SATISFACTION

94% Jobholders surveyed said they would recommend this job to others, and that it is a better alternative than other livelihood options.

When asked what they like about working at Saahas, almost 80% of the respondents were able to specify which aspect of the job they enjoyed the most and provided them with maximum satisfaction. Their responses can be bucketed into the following categories :

30% FINANCIAL CONTRIBUTION TO INCOME AND SAVINGS

The most important aspect is the fixed salary and the fact that they receive it on time every month. The predictability of the income stream helps them manage household expenses and pay for their children's education, weddings, etc. Some respondents mentioned that the ability to save is what they value the most.

29% CONVENIENCE & FLEXIBILITY

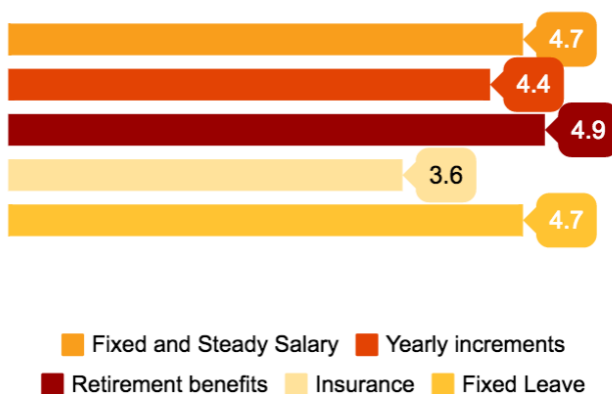
They appreciate the regular timings and the ability to take time off when needed.

25% THE "PEOPLE ASPECT"

Respondents appreciate that they are treated with respect by the company. Some mentioned that in case they aren't able to work because of an emergency they just inform the Saahas team and they take care of making alternative arrangements. Unlike with other jobs, they are not penalized for such situations. Some jobholders are also working alongside their family and friends, and they enjoy the camaraderie.

13% PRIDE IN THE MISSION

Respondents take pride in Saahas's vision of cleaner cities; they feel they are playing a critical role in improving society.



Respondents were also asked to rate how helpful different components of the job were to them; a score of 5 represents "very helpful" while a 1 represents "not at all helpful." A high score of 4.9 for retirement benefits shows that the jobholders are placing more value on that than even a fixed and stable salary. Insurance, which had an average score of 3.6, appears to be a lower priority; when surveyed, a number of respondents seemed less aware of this benefit, and many were not utilizing it.

Excerpts from interviews:

"This job helps (me) pay the fees for my children's education. It helps me support my husband."

"Even though I did not study, I wanted to work for society and this job is helping me do that."

"I get my salary every month on time."

"Here company benefits are offered ... when I become old that money will help me."

JOB SATISFACTION

AREAS OF IMPROVEMENT

51% Jobholders surveyed said they are happy with their working conditions. The balance said the working conditions can be improved.

When pressed for areas of improvement, almost 90% of the respondents had specific suggestions which can be bucketed into the following categories:

68% CREDIT FACILITY

The majority of respondents mentioned financial assistance in the form of loans as the major area where they need Saahas's help. Most of them (28%) requested loans for their children's education, while the rest mentioned home repairs and improvements, children's weddings, healthcare, etc as the reasons for loans

20% SALARY INCREASE

A smaller group of respondents was interested in requesting salary increases from senior management in the near future

6% HELP WITH DISPUTES AT HOME

A small subset of respondents felt -- largely due to the trusted relationships they were building in the workplace -- that it would be good if Saahas somehow intervened in household disputes and helped settle contentious issues

6% PHYSICAL WORK ENVIRONMENT

A small subset of respondents were interested in improving working conditions further in terms of more space, bringing in more manpower to manage the workload, increased safety precautions, and provision of refreshments

CONCLUSION

This social performance assessment demonstrates that not only is there a significant increase in monthly income for full-time Saahas employees, but the regularity has also allowed their households to purchase both utility and productive assets that have improved their quality of life. The household is less likely to live in extreme poverty the longer a jobholder maintains her relationship with Saahas. It is surprising, however, how many respondents already live in stable, high-quality dwellings. Anecdotally, a few mentioned living in government-sponsored housing, a detail not covered in the surveys. The follow-up assessment will investigate this further, and also undertake a different methodology to survey part-time TetraPak workers. We will also gather additional feedback from jobholders on working conditions and benefits, with a goal of improving overall satisfaction levels. This initial assessment nonetheless forms a strong baseline and makes a compelling case to continue creating formal employment opportunities in the waste management sector.