

Accelerating India's Progress for 4 Decades...
BUILDING A SUSTAINABLE FUTURE





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ABOUT THE REPORT



"In a free enterprise, the community is not just another stakeholder in business but is, in fact, the very purpose of its existence."

- Jamsetji Tata

We herewith present our annual Sustainability Report for the Fiscal Year (FY) 2018-19. This report documents our economic, environmental and social performance during the reporting period. We have presented case studies to demonstrate how sustainability contributes to our long-term success and how we as a company create value for our stakeholders. This report also reiterates our commitment towards building a sustainable future¹.

Report Approach

This report has been prepared in accordance with the GRI Standards: Core option for the reporting period FY 2018-19². We have applied the GRI reporting principles - stakeholder inclusiveness, sustainability context, materiality and completeness for defining the content. We have considered the principles of accuracy, balance, clarity, comparability, reliability and timeliness in order to define the quality of our report. Our Sustainability report aims to exemplify our contribution towards achieving the globally defined and adopted Sustainable Development Goals. The Report is also aligned to the National Voluntary Guidelines on Social, Environmental and Economic (NVG-SEE) Responsibilities of Businesses in India issued by the Ministry of Corporate Affairs, Government of India.

Report Content³

Our Sustainability Report includes data of Tata Projects, Indian and overseas operations, for the reporting period, 1st April 2018 to 31st March 2019⁴. Data pertaining to workforce, including safety, supply chain and community initiatives have been compiled using our centralized database at Corporate office, while environment-related data has been collected from individual project sites. The economic performance data disclosed in this report is aligned to the audited financials published in our Annual Report FY 2018-19⁵.

Report Scope and Boundary

Our Sustainability performance highlighted in the report includes information from our four Strategic Business Groups (SBGs) - Industrial Systems, Core Infrastructure, Urban Infrastructure and Services⁶.

In line with the content we provided in our last report⁷, the current Sustainability Report has been developed around the same set of material topics. These topics have been reviewed by contemplating the overall sustainability risks and opportunities determined by analysing macroeconomic & sustainability trends and senior management inputs. Informal views, feedback, and key expectations of various stakeholders have also been considered while reviewing our overall materiality assessment. This review has helped us realign our sustainability strategy while ensuring the transparent coverage of our key material topics.

External Assurance

Our report is externally assured by Bureau Veritas (India) Private Limited. The Report has been assured with Limited Level assurance requirements of the International Standard on Assurance Engagements (ISAE) 3000 (Revised). The assurance statement is included towards the end of the Report.

For any queries, comments and feedback, please write to us at: sustainability@tataprojects.com.⁸

Forward looking statements - This Report contains forward-looking statements, which may be identified by their use of words like 'plans', 'expects', 'will', 'anticipates', 'believes', 'intends', 'projects', 'estimates' or other words of similar meaning. All statements that address expectations or projections about the future, including, but not limited to statements about our strategy for growth, market position, expenditures and financial results, are forward-looking statements. Forward-looking statements are based on certain assumptions, plans and expectations of future events. We cannot guarantee that these assumptions and expectations are accurate or will be realised. Our actual results, performance or achievements could thus differ materially from those projected in any such forward-looking statements. We assume no responsibility to publicly amend, modify or revise any forward-looking statements, on the basis of any subsequent developments, information or events.

Minimal copies of this report have been printed on recycled paper for limited circulation.

¹GRI 102-52 - Reporting cycle, GRI 102-50 Reporting period

²GRI 102-54 - Claims of reporting in accordance with the GRI Standards

³GRI 102-46 - Defining report content and topic Boundaries

⁴GRI 102-50 - Reporting period

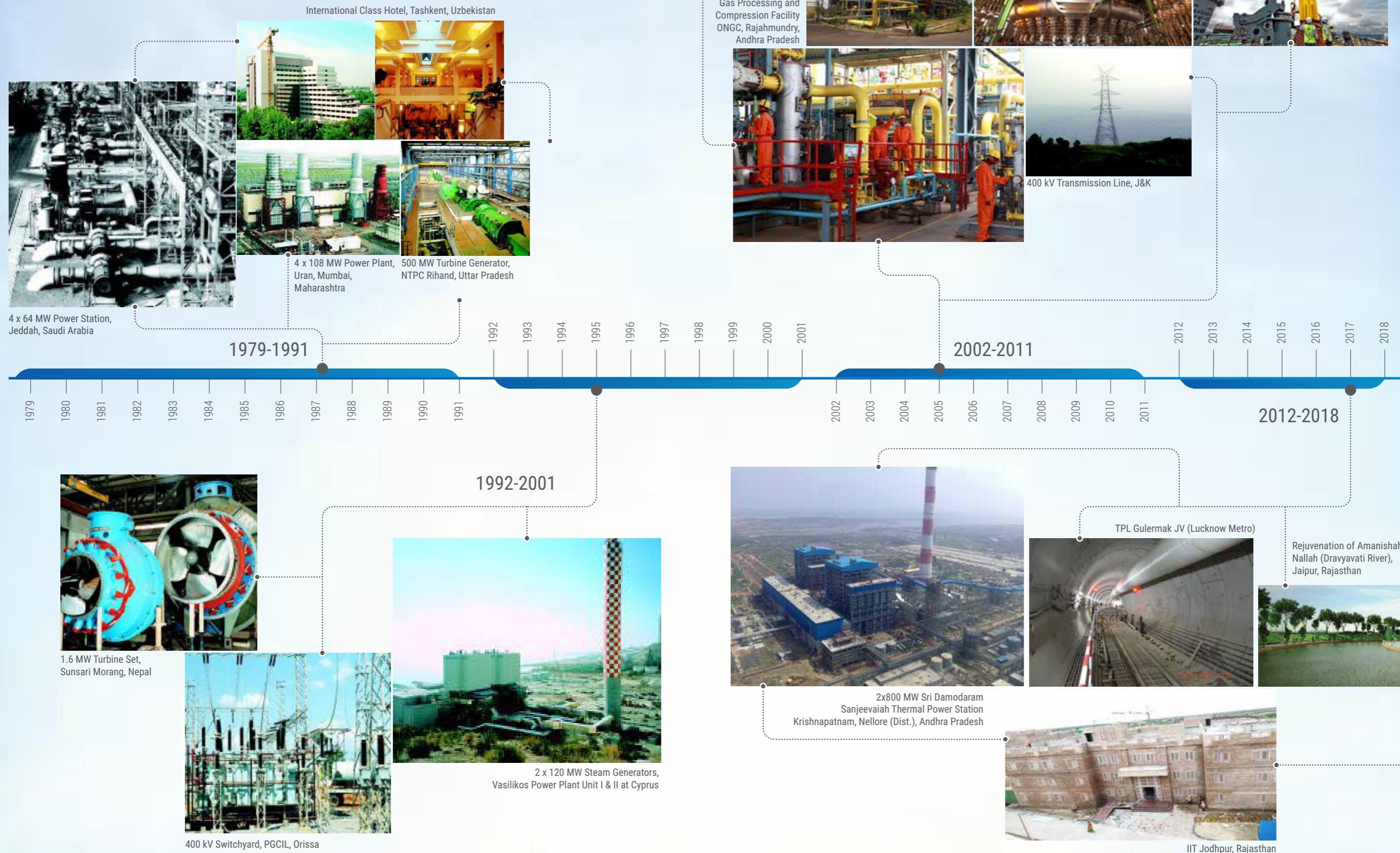
⁵GRI 102-45 - Entities included in the consolidated financial statements

⁶GRI 102-49 - Changes in reporting

⁷GRI 102-51 - Date of most recent report

⁸GRI 102-53 - Contact point for questions regarding the report

40 YEARS IN ACCELERATING INDIA'S PROGRESS



MESSAGE FROM OUR MANAGING DIRECTOR*



Managing Director - TATA Projects

“Through this journey of 40 years, especially the last 5 years, Tata Projects has transformed into one of India’s most recognizable brands in the infrastructure sector.”

Tata Projects was founded four decades ago on 20th February 1979 with a mission to make the world a more efficient, prosperous and safer place by providing sustainable Engineering & Construction Projects and Technology services. Today, we are one of the fastest growing infrastructure companies in the country and are driven to deliver projects ‘on-time’ using world-class project management techniques with uncompromising standards for Safety, Quality and Sustainability. Through this journey of 40 years, especially the last 5 years, Tata Projects has transformed into one of India’s most recognizable brands in the infrastructure sector.

I am pleased to present our annual Sustainability Report for the Fiscal Year (FY) 2018-19. This Report upholds our legacy of being a responsible corporate citizen and showcases our focused approach that has enabled us to create shared value.

Business environment

A few years back, we embarked on a journey to be one of the leading global EPC players. Since then, we have entered multiple segments and geographies significantly increasing the relevant services in our offerings to our customers. Our efforts have been recognized by way of multiple awards received as well as our current ENR ranking at 138 among global EPC firms.

The outlook for Infrastructure sector in India continues to remain positive. The sector has grown 4.7 % over the last year. The government is focusing on major sectors like: Roads – development of economic corridors, Railways – dedicated freight corridors, Urban Infrastructure – Metro rail and Smart Cities, Basic amenities – Water and Waste Water Management, Electrification of villages under Saubhagya scheme and redevelopment and rehabilitation of mass housing projects and Tata Projects secured orders in all these segments. The Government of India has announced its ambitious plan to reach \$5 Trillion GDP mark by 2025. Given the multiplier factor between Infrastructure investments and economic growth, we expect the construction sector to continue to grow. Tata Projects today is present in large part of the Infrastructure EPC value chain and is expected to continue playing a critical role in nation-building.

Enhancing our processes

Having completed forty years, we continue our journey by carefully selecting new projects with appropriate due diligence on risk management. We have institutionalized sustainability management within our systems for both potential and current projects in execution. We are the only infrastructure company in India to be certified to ISO 9001:2015, ISO 45001:2018 and ISO 14001:2015. We have also established Centers of Excellence (CoE) which act as the centralized back office providing accounting, supply chain management, human resources, safety and quality services. These Centers help us improve the agility of the organization and enhance process robustness.

Ethical business and governance

In line with the Tata Code of Conduct, we prioritize on improving our existing policies and compliance procedures. Our Apex Ethics Council (AEC) along with whistleblower mechanism form the pillars of a sound governance structure at Tata Projects. During the year, we conducted the survey on Leadership in Business Ethics (LBE), which aimed to gauge the awareness, commitment and effectiveness of employees and supply chain partners on the Tata Code of Conduct. Tata Projects witnessed improved trend in its LBE survey scores of the last three surveys.

Creating value

As a proud member of Tata Group, we are focused on value creation for all our stakeholders including government,

shareholders, financial institutions, workforce, vendors and society. Over the last 5 years, our turnover has grown by 3.5 times to INR 13,230 Cr. This business growth has enabled us to increase our contribution to community through our education initiatives, skill upgradation and provision of safe drinking water. In addition to these, we actively participate in activities that foster affirmative action for the society.

Our approach towards health, safety and environment

We continue to emphasize on improving environmental, health and safety management systems and their governance beyond legislation. In line with the same, the health and safety of our workforce has always been and shall always remain our top priority. We have established and implemented a world-class integrated health and safety management systems across Tata Projects through which, we carry out safety inspection and management activities at all our operational sites around the globe.

We are also continually upgrading our technology and systems in order to minimize inefficiencies leading to reduction in adverse environmental impact. We also initiated the process of seeking third-party assurance of our sustainability performance to highlight the integrity of our systems and processes. In addition to our operational improvement, we also assess our suppliers on environmental and social criteria and handhold them in improving their internal systems.

As we shift our focus towards being resource efficient, we have increased the use of alternate materials and have implemented initiatives towards

modular construction, reducing our water consumption, reducing waste generation and enhancing energy optimization. We continue to focus on increasing our renewable energy consumption and use of energy efficient equipment at our project sites.

Future outlook

The construction sector has historically been low on adoption of digital technologies. We believe that in order to deliver customer value, it is imperative that longstanding processes of delivery and construction methodologies be made smarter and more efficient. We have taken several initiatives to integrate technology and analytics in our operations and processes. We see the Internet of Things (IoT) and Building Information Modelling (BIM) as key components in this direction. Having achieved a sizeable market share, our focus now is on strengthening business processes and achieving operational excellence.

We believe that our areas of operation would continue to have large growth opportunities and we would be able to play a dynamic role in addressing them. Globally, developmental growth has led to a significant impact on the environment. The construction sector needs to transform its delivery systems to ensure that it is more “responsible”. Looking ahead, we see ourselves as being an industry trendsetter in terms of ethics, processes and technology.

Through this report, I reaffirm our strong commitment to the sustainable growth of our business.

Vinayak K Deshpande
Managing Director

*GRI 102-14 - Statement from senior decision-maker

OUR THEME

Accelerating India's progress for 4 decades.... building a Sustainable future

The inception of Tata Projects dates to 1979, when it commenced its operations offering Project Management as well as Operation & Maintenance (O&M) services to a range of clients, in India and abroad. The journey through the initial years, particularly the first decade, focused primarily on executing projects with minimal risk and ensuring timely completion.

In the second decade, we started working on large turnkey projects – with a 600-bed hotel in Tashkent being the *first*. Gaining confidence with every endeavour, we expanded our construction expertise to power generation infrastructure, petrochemical plants, fertilizer plants, space research facilities (ISRO), defence establishments (DRDO, RCI), prestigious establishments of national importance like the Indira Gandhi National Centre for the Arts and food processing facilities for PepsiCo and Kellogg's. We entered the power Transmission and Distribution (T&D) business, further acquiring the Power Services division of Tata

Power to enhance its presence in the T&D sector. The company also diversified into the telecommunication business – offering cellular services in Andhra Pradesh and basic telephony services in Maharashtra and Gujarat for the Tata Group. During this period, the company ventured into the Quality Services segment, providing inspection and expediting services to the third-party customers.

As we sailed through the third decade, through a disruptive change, we restructured the organization and created Business Portfolios to focus on select businesses in power generation, transmission & distribution, industrial plants and water treatment segments. Two more business portfolios were introduced during the end of the 3rd decade – Railways and Metals & Minerals. We also implemented business automation processes through Enterprise Resource planning (ERP), in this phase.

With our transition to the fourth decade, the Company commenced its big-league journey by securing large value projects such as Power Plants for UPRVUNL at Parichha, MAHAGENCO at Bhusawal and APGENCO at Krishnapatnam. Subsequently, we also secured the order of India's largest blast furnace project for SAIL at Rourkela, through our Metals & Minerals division. Gradually, the Company started expanding its global footprint in T&D and Oil, Gas and Hydrocarbons (OGH) sectors.

Keeping pace with the growth in India's infrastructure, we entered into high-potential growth areas like Railways (DFCC), Metro Rail, Smart Cities, High-Rise Residential, Commercial and Institutional Buildings, Highways, Marine Transportation and River Rejuvenation projects – in partnership with global technology and expertise providers. In 2018, to leverage the synergies of contemporary businesses while further honing the fungible core competencies, we consolidated our businesses and restructured

them into Strategic Business Groups. Each of these business groups have taken up sustainability as a part of their performance metrics and have implemented numerous initiatives to minimize their ecological footprint.

Over these glorious four decades, Tata Projects has been consistently working with communities around its areas of operation and creating a shared value for all. We have also strengthened our workforce concurrently to stay relevant, updated and be able to meet industry expectations, evolving with changing times. This journey of forty years has transformed Tata Projects into one of India's fastest growing infrastructure Company and won us the recognition of being one of the top players in the EPC space. With its rich legacy, Tata Projects is poised to make the world a more efficient, prosperous and safer place – by providing sustainable engineering & construction projects and technology services in the infrastructure domain.





ABOUT TATA PROJECTS

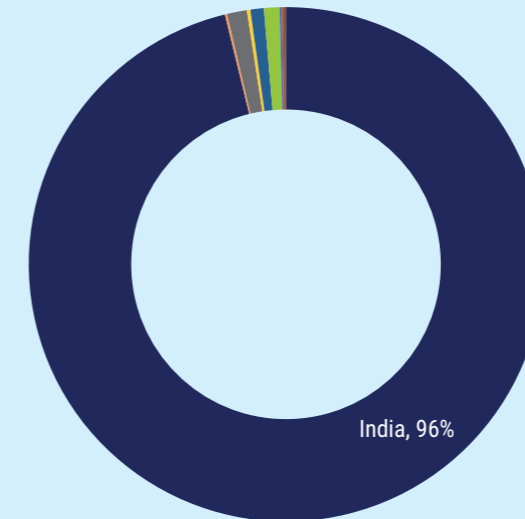
Tata Projects Limited¹⁰, an unlisted closely held public company¹¹, is one of the fastest growing Engineering, Procurement and Construction (EPC) companies in India with four decades of expertise in successfully executing large and complex industrial, core and urban infrastructure projects, providing inspection & certification services and utility services for water purification¹². Established in 1979, we have executed several projects around the globe

using world-class management techniques and state-of-the-art technologies, making a significant difference to our clients, end-users and the society at large. To create an impact and make a difference in the sector, we have a representation across industrial associations such as Confederation of Indian Industry (CII), Federation of Indian Export Organizations, The Federation of Telangana and Andhra Pradesh Chambers of Commerce and Industry, Ministry of

Commerce and Industry, Project Exports Promotion Council of India, Economic Research India Private Limited and Quality Circle Forum of India (QCFI)¹³.

Headquartered in Mumbai, Maharashtra¹⁴, our operations are spread pan India. We also have International presence across UAE, South Korea, Kenya, Germany, Thailand, Nepal, South Africa, Mauritius, Brazil, Ethiopia, and China¹⁵.

REVENUE BY COUNTRY



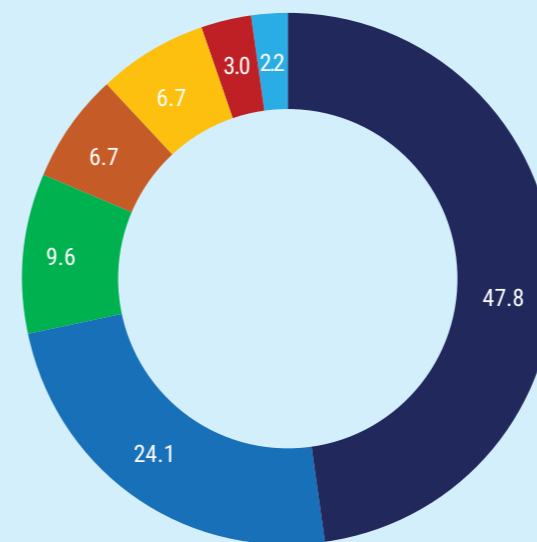
Scale ¹⁶ of Organization by Revenue (in INR Lakhs)	
Name of the Country	Year ended 31st March 2019
India	1,287,460
Kenya	1,938
United Arab Emirates	16,578
Ethiopia	2,952
Nepal	11,214
Thailand	13,078
China	1,964
Oman	2,424
West Africa	986

- India
- Kenya
- United Arab Emirates
- Ethiopia
- Nepal
- Thailand
- China
- Oman
- West Africa

*India accounts for 96% of total revenue while other geographies contribute 1 or less than 1%

Further details on revenue generated from external customers and major customers (generally more than 10% of turnover) can be obtained from our Annual Report FY 2018-19.

SHAREHOLDING PATTERN



- The Tata Power Company Limited
- Omega TC Holdings PTE LTD
- Tata Chemicals Limited
- Tata Sons Limited
- Voltas Limited
- Tata Industries Limited
- Tata Capital Limited

¹⁰GRI 102-1 - Name of the organization

¹¹GRI 102-5 - Ownership and legal form

¹²GRI 102-2 - Activities, brands, products, and services

¹³GRI 102-13 - Membership of associations

¹⁴GRI 102-3 - Location of headquarters

¹⁵GRI 102-4 - Location of operations, GRI 102-6 - Markets served

¹⁶GRI 102-7 - Scale of the organization

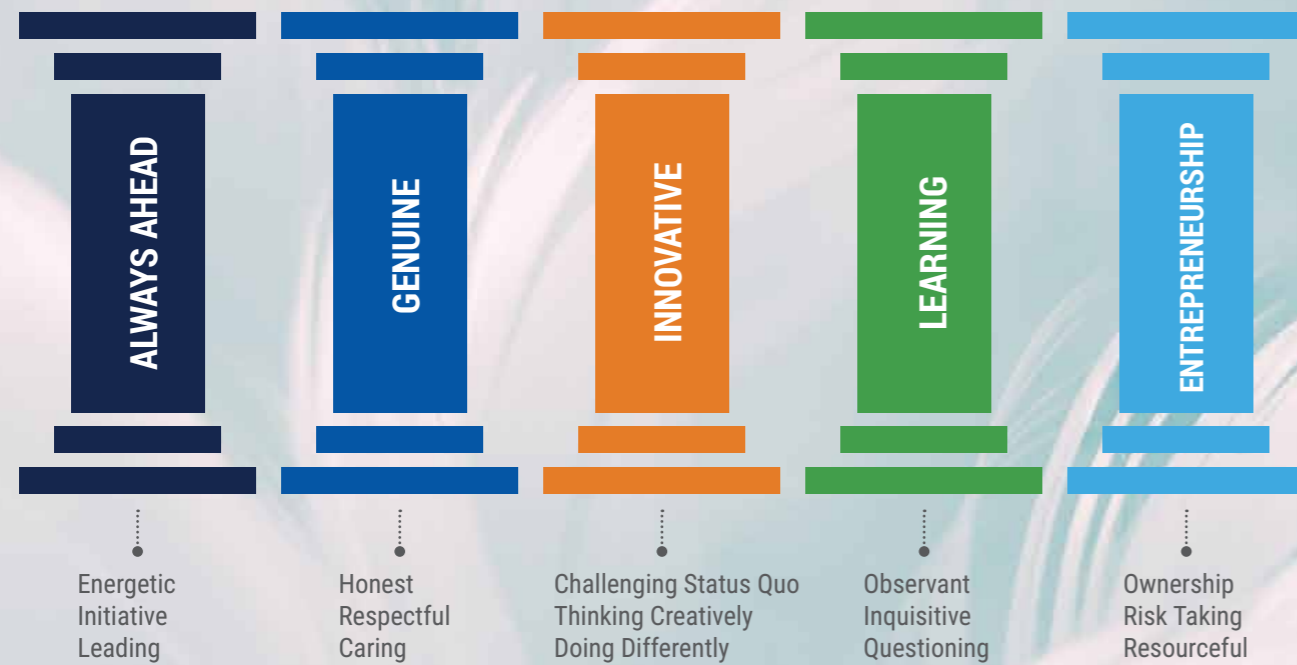
OUR LOCATIONS



VISION, MISSION AND VALUE¹⁷



CULTURAL PILLARS



¹⁷GRI 102-16 - Values, principles, standards, and norms of behaviour



OPERATIONAL HIGHLIGHTS

- Operations in 40+ countries
- 130+ ongoing projects
- Over 14 projects with significance presence in environment segment
- 10 projects of national importance inaugurated



ECONOMIC HIGHLIGHTS:

- 2nd Fastest Growing Infrastructure Company in India' award at Construction World- Engineering News Record event
- Turnover INR 13,230 cr
- Operating profit INR 774.93 cr
- 22% increase in CSR spend

COMPANY AT GLANCE



ENVIRONMENTAL HIGHLIGHTS:

- 10% decrease in our energy intensity ratio
- 1,30,885 KL water recycled and reused
- 72% LED lighting across TPL
- 60% increase in saplings planted



WORKFORCE HIGHLIGHTS:

- 5,500+ total workforce strength
- Women employee strength doubled
- 192.64 safe million man-hours
- 49% increase in rate of new hires



SOCIAL HIGHLIGHTS:

- 12 lakhs+ lives benefitted through safe drinking water initiative
- Over 3060 youth and women imparted with skilling and Entrepreneurship Development trainings
- 3600+ government school children from 30 schools benefitted through educational interventions
- 124% increase in employee volunteering hours

BUSINESS PROFILE

We have diversified our business into 4 Strategic Business Groups (SBGs), Viz., Industrial Systems, Core Infrastructure, Urban Infrastructure and Services. While the first three SBGs are directly involved in Engineering, Procurement & Construction (EPC) space, the Services SBG is into Quality Certification, Inspection & Expediting services, and Construction & Tech Services and Water Purification systems.

TATA PROJECTS

INDUSTRIAL SYSTEMS

- **SBU Plant & Systems:** Power Generation Oil, Gas and Hydrocarbon | Metals & Minerals
- **SBU Construction & Environment:** Building construction - Residential, Institutions, Industrial Buildings/Factories, Environment Projects



CORE INFRASTRUCTURE

- **SBU Transmission & Distribution:** Power transmission and distribution
- **SBU Transportation:** Construction of Rail Tracks | Rail Systems | Overhead Electrification | Roads



URBAN INFRASTRUCTURE

- **SBU Heavy Civil Infra:** Underground and Above ground Metros | Highways | Bridges | Sea Links and Ropeways
- **SBU Urban Built Form:** IT Parks | Airports | Residential Towers | Commercials/Retail Buildings | Smart City Projects



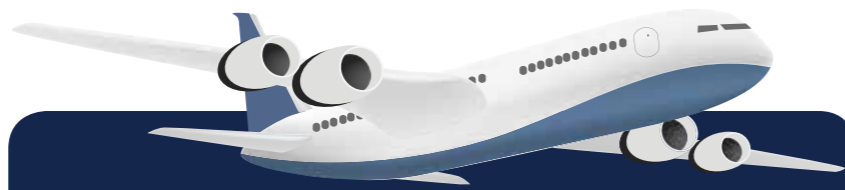
SERVICES

- **SBU Quality Services:** Quality Certification Inspection | O&M Services | Construction & Technology Services
- **SBU Utility Services:** Reverse Osmosis | Ultra Filtration | Water Purification Plants | Desalination



GROWING WITH INDIA... FOR INDIA

We believe in developing sustainable and smart cities, and are committed to make construction better, faster and less expensive. This also translates into having processes that integrate sustainability in our business operations in the interest of society and the planet.



Prayagraj Airport project

This fast track project of Prayagraj (Allahabad) Airport was inaugurated by the honourable Prime Minister of India in December 2018. The project was completed in record time of eleven months, before the commencement of the Kumbh Mela.

The commencement of the airport before the Kumbh Mela facilitated efficient transportation and resulted in enhanced convenience for the visitors.

Delhi Metro project

We completed the metro line between Dilshad Garden (Delhi) and New Bus Adda Ghaziabad of about 9.63Kms. The New Bus Adda station is set to become the busiest one with an expected footfall of more than one million passengers each month. Our case study titled 'Optimization of Design for Segmental Pier Arms', about this project, was declared second runner-up at the 30th QualTech Prize under the Innovation category.

The metro project helps in the transition towards utilization of more public transport facilities thereby contributing to the reduction in air pollution of the city. The project also helps citizens reduce their cost of transportation.



BDD Chawl project

We were awarded the project for the redevelopment of BDD Chawl, one of the oldest British-era establishment in Mumbai. The project comprises of around 98 rehabilitation and sale buildings having 22 to 75 floors, involving 26 million square feet of construction.

More than 10,000 families associated with this redevelopment will benefit by moving into a new home. Access to improved quality of life and the region will witness large-scale change in the societal upliftment of the neighbourhood.



Smart Cities

Under the Smart Cities initiative, Pune Street Light Project is the first of its kind in India, set up under the Public-Private Partnership model. Our role is to design and set up high impact energy-efficient street lights which can be remotely controlled through a SCADA system. We are also executing Ludhiana Smart Street Lighting Project, Noida Smart Street Lighting Project, Patna Smart City and Chhattisgarh State Dial 112 Emergency Response System Project.

These projects promise to transform the lives of people in respective States and aim to usher in a 'Digital Revolution' in the country



Reviving Dravyavati River

The river Dravyavati in Rajasthan's capital city is being transformed from a muddy, narrow, sewage-carrying drain to a clean water body that adds beauty to its landscape. We had rejuvenated the 47.5 km long river by sculpting its course, dredging its bed, adding several sewage treatment plants, and landscaping its banks with trees and gardens.



During mapping of sewage site, engineers found an old pump house which existed in Jaipur over a century ago. Developed in the late 20th century, the pump house at Panipech used steam power to pump water to the Walled City area. The old pump house is now being restored as a museum as part of the Dravyavati riverfront bird park. The boiler and pumps that were imported from England have been refurbished at the pump house while other old tools and components excavated from the site have been refurbished and displayed as antiques.

Ujjain Smart city

We secured an assignment from Ujjain Smart City, for the holistic redevelopment of 25 Kms smart corridor.

In this corridor, we will upgrade the roads, install smart street lights, lay storm water drains and sewage water network along with underground electrification through a utility duct thereby enhancing infrastructure for communities in the area.



Indo-Nepal Transmission Line

The 400 kV, 40 Kms long Dhalkebar – Bhattamod Transmission line project is the first such transmission line in Nepal constructed as a part of INDO-NEPAL Cross Border transmission line. Around 400 MW power is expected to be transmitted between the two countries.



This project would result in region-wide economic liberalisation leveraging cross-border energy trading.



Vizag tertiary treatment plant

We won the project for the investigation, survey, design, construction and commissioning of sewerage collection and conveyance system in the city of Visakhapatnam, Andhra Pradesh.

The project includes the construction and commissioning of waste water treatment plant and tertiary treatment of output capacity of 33 MLD. This is a first of its kind project wherein sewage water is being effectively put into industrial use.

Social entrepreneurship

Tata Projects has a special focus towards the inclusive growth of identified communities to provide skill development and safe drinking water through our social entrepreneurship model.



94 RO plants were set up across 94 different locations in Andhra Pradesh, Tamil Nadu, Maharashtra and Odisha, benefitting over 12.09 lakh recipients.



SUSTAINABILITY... TATA PROJECTS

Tata Projects is committed to be ahead of its stakeholders' expectations, while conducting business in a socially, economically and environmentally responsible manner to the benefit of current and future generations. We aspire to deliver projects that leave a positive impact on the society and the environment. We believe that we are not just delivering a physical asset to our customers and communities, but also creating an enabling environment that will benefit them in the long term. Our approach to sustainability is defined by our Sustainability policy which clearly describes our fundamental expectations and provides the foundation to develop and implement management systems at our project sites. For more details on our policy, please refer to our website <https://www.tataprojects.com/about-us/who-we-are>.

In line with our Group's vision, we constantly invest in supporting and developing local communities through initiatives that create a positive environmental footprint, although our project life cycle usually lasts for about three years. Towards the responsible expansion of our business portfolios, we partner with select technology providers who are equally aligned to Sustainability practices, relevant to each business segment. Our project operations also provide avenues for local employment. In addition, contractors working at our project sites are required to comply with our health, safety, environment and community standards. We engage with our suppliers and service providers and encourage them to maintain business practices and workplace standards that are aligned to ours. By working

with our supply chain partners and our clients, we endeavour to reduce their ecological impact thereby combating climate change.

The Board Sub-Committee (CSR, Safety and Sustainability Committee) reviews the performance at Enterprise Level. Sustainability Steering Committee comprising the Chief Operating Officers (COO) of the four SBGs, Chief Business Excellence Officer and chaired by the Managing Director, provides guidance and strategizes the sustainability related initiatives. The COOs review monthly sustainability performance at the SBG level. The governance model for sustainability management is illustrated below.

CSR Safety and Sustainability Committee

Sustainability Steering Committee

Sustainability Working Committee

Sustainability Champions

Sustainability Champions at Site: RCM

SBG, SBU, Site Sustainability SPOC

Our sustainability strategy is built on the four pillars of Environment, Economic, People and Social aspects. We have mapped these pillars with United Nations' Sustainable Development Goals (UN SDGs) to demonstrate our contribution towards attainment of 2030 Agenda for Sustainable Development.

SUSTAINABILITY PILLARS AT TATA PROJECTS LIMITED

6	CLEAN WATER AND SANITATION	
7	AFFORDABLE AND CLEAN ENERGY	
9	INDUSTRY, INNOVATION AND INFRASTRUCTURE	
11	SUSTAINABLE CITIES AND COMMUNITIES	
12	RESPONSIBLE CONSUMPTION AND PRODUCTION	
13	CLIMATE ACTION	
15	LIFE ON LAND	
17	PARTNERSHIPS FOR THE GOALS	



ENVIRONMENT

- Facilitate regeneration (water)
- Green House Gas (GHG) emissions
- Modular construction
- Alternate materials
- Minimize waste
- Our practices adopted by partners



ECONOMIC

- Order Inflow • Order Book
- PAT • EVA • EPS • ROCE

8	DECENT WORK AND ECONOMIC GROWTH	
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PEOPLE



- Safety of employees
- Capability development of employees
- Capacity building of employees
- Gender diversity
- Workplace benefits
- Promoting ethical behavior
- Labour practices and Human Rights

3	GOOD HEALTH AND WELL-BEING	
5	GENDER EQUALITY	
10	REDUCED INEQUALITIES	

SOCIAL



- Health activities for communities
- Welfare activities for communities
- Number of lives touched through community engagement interventions
- Free RO drinking water

3	GOOD HEALTH AND WELL-BEING	
4	QUALITY EDUCATION	
6	CLEAN WATER AND SANITATION	

We adopt highest standards of environmental, safety and quality protocols and adhere to leading certifications, ensuring compliance with applicable legislations. Our Health, Safety and Environment (HSE) and Quality policies endorses our commitment to continuously improving our performance on various environmental aspects that go beyond statutory compliances.

and fulfil the client requirement. Periodic site visits by SBG/SBU Heads & other senior leaders help maintain quality standards, besides ensuring customer engagement and quick resolution of the issues, if any. Tools such as QCI (Quality Compliance Index) are used to measure the quality systems. Customer feedback is obtained on quarterly basis to help us continuously improve our processes. KAMs (Key Account Managers) are deployed to promote continuous engagement with repeat and key customers.

Maintaining Standards and Quality

At Tata Projects, we believe that quality construction provides long term value. Our focus has always been to build better and safer quality infrastructure. Quality forms the backbone of our systems and processes and is a critical element across all our business functions. Our streamlined approach towards quality and excellence has helped us comply with project specifications

In view with the future growth, we believe technological advancements and innovation is the need of the hour. Some of these advancements include capturing real time data through digital platform (In-house SharePoint application) for taking timely corrective and preventive actions. Towards this, we are migrating to "Mobile APP" and enterprise level dashboards are being shared across businesses.

QUALITY & RELIABILITY SERVICES

- Our Quality & Reliability Services Business Unit, is a leading global service provider for Inspection, Expediting, Supplier Assessments, Project & Package Management, Asset Management, Safety and Operations repair & Maintenance services.
- It operates across the value chain from Design - Manufacturing - Procurement - Construction - Asset Management, serving the Industrial and Infrastructure sector in 40+ countries.
- The primary customers are Asset Owners, EPC firms, OEMs, Financial Institutions & their supply chains.

UTILITY SERVICES

- The unit operates as a social business and provides safe, affordable drinking water across rural and semi-urban locations and creates self-sustaining ecosystems.
- The unit provides solutions encompassing Reverse Osmosis (RO), Ultra Filtration (UF) and Desalination water systems of different capacities.
- It's latest initiative, the TQ Mall, is a 'One-Stop Shop' for rural populace and highway commuters offering safe affordable drinking water complemented by a select portfolio of products & services.
- Sustainability Solutions & Services (SSS) helps organizations optimize energy consumption, enhance air quality, green cover and waste management.

CONSTRUCTION TECH SERVICES

- The recent addition to the Services SBG, provides cutting-edge technology solutions & services for the construction industry across the asset lifecycle. These services include BIM (Building Information Modelling), IPMS (Integrated Project Management Services) and DTS (Digital Tech Services).
- BIM helps Architecture, Engineering and Construction (AEC) firms to plan and execute projects with ease.
- It spurs productivity enabling stakeholders to effectively collaborate, resulting in faster delivery with lesser wastage.



INITIATIVE	PURPOSE
In-house development of Share Point Platform	Prevent potential NCs by capturing areas for improvement, quality prerequisite compliance
Self-certification by RCMs on quality of work	Ensure that quality is a line function and the line takes ownership
Using Quality Parks across project sites	Enhance quality awareness in a three-day mandatory training for new hires at sites and reducing reworks
Quality hand book on civil works	Containing "Dos and Don'ts" for site engineers' major activities to ensure consistency in processes
Sharing Dos and Don'ts through "Daily Quality Triggers"	Towards doing work 'First Time Right' and 'Zero Reworks'
Quality Compliance Index	Measure and enhance project quality conformance
Internal audits	Identify process implementation gaps at project sites for continual improvement
Quarterly Customer Feedback on Quality	Understand the voice of customer on quality to address their concerns

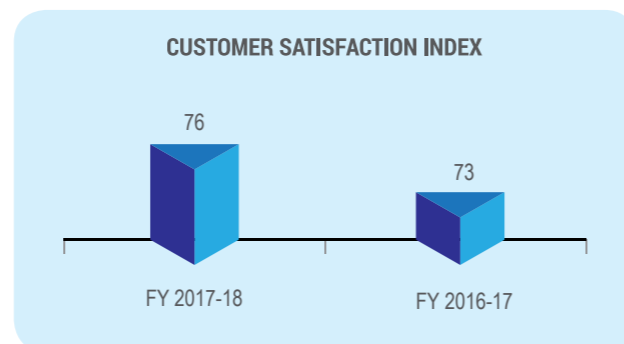
Ensuring Customer Satisfaction

We are a customer centric organization that continually focuses on the Voice of Customer. We capture quarterly customer feedback on Quality and discuss critical customer concerns & actionable suggestions in review meetings for appropriate corrective actions. We also measure Customer satisfaction through our systematic Customer Satisfaction Survey. The objectives of this survey includes -

- To assess the current satisfaction levels amongst the customers with regards to Tata Projects, compared to our peer group.



- To determine the relative impact of each of these expectations on the overall loyalty of customer.
 - To provide strategic direction for improvement in critical areas and identify leverageable strengths.
 - To assess and measure the needs, requirements and customer expectations from Tata Projects.
 - To compare our survey performance with previous year.
- While we did not conduct the survey in FY 2018-19, our FY 2017-18 results showed an improved trend.



Tata Sustainability Month

We annually conduct the *Tata Sustainability Month* to boost the engagement of employees and other associated stakeholders in our sustainability initiatives. Sustainability Month activities are rolled down to each project site to enable them to undertake initiatives that create environmental benefits for all. The initiatives across SBGs are towards – Resource efficiency, Energy management, Waste management, Water conservation and Tree plantation among others and roll-out a quarterly newsletter to keep our employees abreast with the various initiatives undertaken and its subsequent impact. Project sites are also rewarded for their proactive approach towards sustainability and showcased as *Shining Examples*.

Process Excellence

In our pursuit of ensuring process excellence, our internal processes are well documented in the Enterprise Process Manual (EPM). We initiated SBG wise Tata Business Excellence Model (TBEM) internal assessments, to bring in cultural transformation and improve our overall business processes. We are also participating in the TBEM 2019 External Assessment. We are also the first construction company in India certified to ISO 45001:2018 standards. With an aim to develop capabilities in driving the ISO management system standards, we trained 18 lead auditors under Integrated Management System (IMS) and 63 internal auditors particularly for Quality Management System (QMS). We also won the BPM Asia Star Award at the BPM Asia Conference 2018 in Delhi, for our efforts towards becoming a process centric organization.

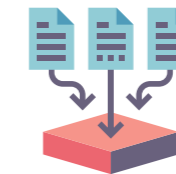
The seventh edition of the *'Innoways'* initiative, for driving continuous improvement and innovation to build a culture of improvement across the organization, received an overwhelming response. The Innoways case study - *'Enhancement of Safety in Batching Plant'*, was presented at 2nd CII National Safety Practice Competition held in Chennai.

We established Centers of Excellence (CoE) for Finance, Supply Chain Management, Human Resources, Quality and Safety; which act as a centralized back office to ensure standardization of services and enhance the efficiency of our processes. The objective of each of our newly formed Centers of Excellence is described below.



Finance

The CoE aims to provide transactional accounting to entire company. It shall bring about distinct benefits such as standardisation of accounting practices, improving accuracy of books of accounts, automation of manual processes in bill processing and improving manpower productivity. The CoE is currently supported by a team of 150 people, catering to the financial transactions of all the four SBGs.



Supply Chain Management*

The CoE is formed for standardization of RFQ processes, for competitive pricing and supplier management through e-sourcing and reverse auctions. The CoE aims to further enhance our efficiency in large scale procurement workflow and improved productivity. The concept of the formation of CoE was achieved through the inputs from Vendor Satisfaction Survey (VSS) to improve cycle time.



HR

The CoE provides consistent, cost-effective and time-bound HR services to all our employees.



Safety

The CoE is responsible for online monitoring and analysis of safety observations of project sites and escalation of these observations to the respective RCM to ensure real time intervention and timely implementation of corrective actions. The CoE also works towards ideating on meeting the required safety performance.



Quality

The CoE collates the key quality KPIs centrally and the information is sent back to operations to ensure that the insights and actions on deviations at project sites are implemented to enhance the overall quality performance.

CORPORATE GOVERNANCE

Tata Projects is a closely held Tata Group company; which, apart from the regulatory requirements for corporate governance, also follows Tata Group Corporate Governance guidelines. Our governance framework ensures stakeholder interests are upheld while conducting the business responsibly.

We have defined criteria for selecting our Board of Directors which considers their professional experience, integrity, financial literacy, relevant business knowledge, ability to work in collaboration among others. The Board oversees the business operations through a system of structured reviews and processes. We proactively imbibe industry best practices in our governance model for continual improvement. The Board reviews the following:

- Compliance to all legal regulations while defining the steps to be undertaken for addressing any non-compliance identified – we currently use the Lateral Praxis tool to ensure statutory compliance related to labour laws
- Concerns related to human resources and/or industrial relations and social issues
- Equal opportunity employment and gender diversity

The key roles and responsibilities of the Board include setting strategic direction for the organization, reviewing performance of the company and SLT, ensuring adherence to ethical and regulatory requirements, transparency and accuracy of business reporting in accordance with the prescribed Accounting Standards and ensuring protection of interest of all stakeholders. The designated Senior Leaders are responsible for compliance to the Regulatory, Legal / Statutory and Ethical Compliances, which is reviewed respectively by the Sub-Committee of the Board.

The performance review by the Board is basis the reviews conducted by sub-committees, including progress on Safety, Sustainability, Audit etc. The inputs/ feedback/suggestions/directions from the Board/ Sub-committees are tracked through Action Taken reports ensuring implementation. The Board thus promotes and is responsible for good governance within the Company, ensuring strategic guidance and effective review of senior leaders' actions.¹⁸

¹⁸GRI 103-2- Management approach 2016

¹⁹GRI 102-18 - Governance structure

Tata Projects Governance Structure¹⁹

Board of Directors

Chairman	Banmali Agrawala
Directors	Padmanabh Sinha Minesh Dave Ramesh N Subramanyam Nipun Aggrawal
Independent Directors	Neera Saggi Prof. Samir Kumar Barua
Managing Director	Vinayak K Deshpande
Observer	Bobby Pauly
Company Secretary	B S Bhaskar
Corporate Governing Council	Vinayak K Deshpande <i>Managing Director</i> Arvind Chokhany <i>Chief Financial Officer</i> Ganesh Chandan <i>Chief Human Resource Officer</i> Rajit Harshik Desai <i>Chief Project Controls</i>
Leadership Team	Vinayak K Deshpande <i>Managing Director</i> Arvind Chokhany <i>Chief Financial Officer</i> K Satyanarayana <i>Chief Operating Officer</i> <i>SBG- Industrial Systems</i> Vivek Gautam <i>Chief Operating Officer</i> <i>SBG- Core Infra</i> Rahul Shah <i>Chief Operating Officer</i> <i>SBG- Urban Infra</i> Tenny Koshy Cherian <i>Chief Operating Officer</i> <i>SBG-Services</i> R Ravi Sankar <i>Chief Commercial Officer</i> Ganesh Chandan <i>Chief Human Resource Officer</i> Ganesh Iyer <i>Chief Procurement Officer</i> Himanshu Chaturvedi <i>Chief Strategy Officer</i> Rajit Harshik Desai <i>Chief – Project Controls</i> Venkata Ramana Korrapati <i>Head – Contracts & Legal</i>



Fiscal Accountability

Tata Projects follows the Indian Accounting Standards as notified from time to time. The Annual Report also includes consolidated accounts comprising Tata Projects and its subsidiaries. The fiscal accountability is ensured through Audit Committee and BoD. The Company has been adopting new Accounting Standards as and when they are introduced. As an improvement, Tata Projects has implemented web enabled tools Digilim for litigation management and Lateral Praxis for the statutory compliance. Further to reinforce the compliance, IT Tool Core Integra is under pilot study for statutory compliance.

Selection of Board members

We follow Tata Group guidelines for the selection of Board members. The BoD is representative of the shareholder companies of the Tata Group, non-executive and independent functionaries, appointed by their respective Boards. NRC of the Board recommends the members

based on qualification, independence of a director and functional diversity to Board for selection. The Annual report containing Directors' report and statutory financial statements contains all the mandatory disclosures required to be made as per Companies Act.

Succession Planning

The management presents the proposals on succession planning in NRC review (Sub Committee of the Board). The proposals are based on Growth plans, competency mapping requirements, career progression and other similar factors for building SLT (Senior Leadership Team) as appropriate. BoD reviews the critical positions and the identified successors. Identified successors interact with Board members during Board & Audit Committee meetings. SLT obtains feedback from Board through various interactions on their performance and focus on areas of improvement through self-learning and participation in various skills improvement programs.

Management has engaged a leading firm to evaluate the identified /

potential successors for the higher Leadership positions. The top 10% of Senior Managers and above population have undergone leadership potential assessment which forms the basis for planning their developmental needs and succession planning.

Risk Management²⁰

Risk identification, measurement, control and mitigation are essential components of business management. Objective of TPL's Risk Management policy is to continuously assess risks at Project and Enterprise levels, mitigate the impact of all risks, reduce the adverse reputational impact, environmental impact, and improve business operations and our services, both short and long term.

The Project level risks are addressed during the lifecycle of the project, starting with detailed assessment at the stage of bidding itself. The risks that cut across the organisation, i.e. Enterprise risks could be categorised as Business, Enterprise Portfolio, Organisation, Capital resource and Ethics & Governance risks.

Some of the key goals of our Risk Management Policy are stated below:

- Improve organisational performance
- Improve governance
- Address all current and future risk exposures of the Company
- Link strategic decision making process with risk management
- Ensure compliance with regulatory and statutory requirement
- Develop a robust functional risk response plan to build risk resiliency
- Improve shareholder's confidence



Legal and Regulatory Compliance

We comply with legal and regulatory requirements / statutory provisions applicable to the Company under the provisions of direct / indirect tax, environmental, health and safety laws, labour laws, corporate laws and other applicable laws. Certificate of Compliance is duly reported in all our quarterly Board Meetings. We further monitor legal / statutory compliance online (Lateral Praxis) to ensure statutory compliances across the company. Further public concerns are captured through community survey and study by the administration and project risk management.

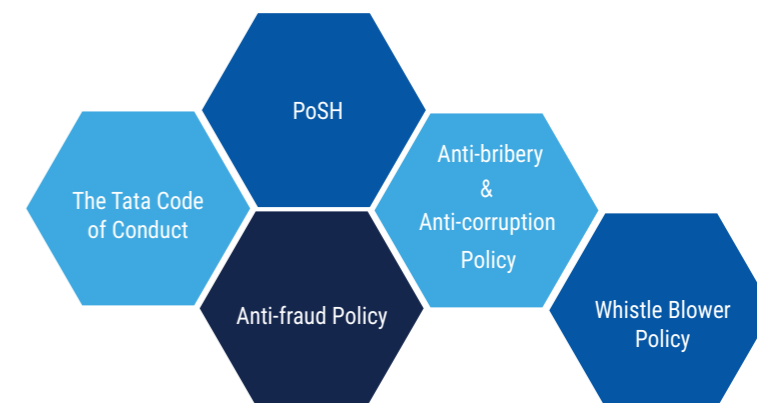
For execution of projects at sites, we employ contractors who meet the applicable statutory requirements. SCM department ensures that the contractors meet requirements before placement of order and the same is incorporated in the work order. During the project execution, the RCM /SO/HR monitors the compliance to the statutory requirements by the contractors working at site. We ensure timely payment of wages conforming to the statute/beyond and other facilities through policies and processes.

We are certified to ISO 9001:2015, ISO 45001:2018 and ISO 14001:2015. Being in EPC segment, our Company is primarily responsible for adverse impacts on habitat and environment in the vicinity, due to construction activities which are assessed and addressed through Aspect-Impact analysis (on environment) and HIRA (for safety). All other project and product related impacts are addressed by our clients and the project can be initiated only after obtaining all regulatory clearances by the client. Aspects related to legal and other requirements (like client requirements or location specific requirements), compliances, incidents, external interested

party complaints, lead and lag indicator for safety, results of internal and external management system audits, HSE objectives & targets, resource adequacy, etc. are reviewed during the Management Representative (MR) review for continual improvement.

Ethics and Integrity

At Tata Projects, our business is guided by our core values - Integrity, Pioneering, Unity, Responsibility and Excellence and AGILE cultural pillars. These values and culture serve as a road map for sustainability and guide all our business decisions and operational activities, globally. We are conscious that our business is beyond building large infrastructure projects; it's about building trust with our stakeholders that is fundamental to our business success and aligned to our Mission "To make the world a more efficient, prosperous and safer place by providing sustainable Engineering & Construction Projects and Technology Services". All our business transactions and activities are guided through the *Tata Code of Conduct (TCoC)*, which outlines the policies and obligations that direct our ethical business conduct.



The policies are available on the Company's website and on the Intranet.

The ethical behavior in our company encompasses all stakeholders. The Audit Committee of the Board monitors Ethical Compliance in the Organization. All Directors, employees and other stakeholders are expected to act ethically at all times and adhere to the company policies and guidelines, as set forth in Tata Code of Conduct and other policies viz., POSH, Anti-fraud Policy, Anti-bribery & Anti-corruption Policy and Whistle Blower Policy.

There is a defined organization structure for the management of Leadership of Business Ethics (LBE). To ensure ethical compliance, annual *LBE Plan* consists of several actions approved by the Audit Committee. Chief Ethics Counsellor (CEC) is responsible for compliance to the LBE Plan with the support of the Local & Lady Ethics Counsellors. The PoSH Committee is headed by Chairperson (Lady) and external members and supported by internal committee members. Employees and third parties can raise concerns related to TCoC through designated email addresses - ecounsellor@tataprojects.com and tpl-whistleblower@tataprojects.com. All concerns by stakeholders are received by the CEC, who initiates necessary actions to investigate in to the matter and based on the findings, appropriate actions are taken against deviations to TCoC compliance. The internal complaints committee addresses and investigates all the complaints related to sexual harassment at workplace. All employees across the organization are required to read, understand and annually endorse their compliance with the policies covered under Tata Code of Conduct. All suppliers / vendors, contractors and other channel partners are apprised of TCoC and communicated formally through a specific clause in their purchase or work orders. They can also raise concerns to the designated email addresses indicated above. The TCoC and other policies of Governance are also applicable to the employees on Third Party Rolls.

²⁰GRI 102-II - Precautionary principle or approach

TCoC- Ethic's organogram



Anti-Corruption and Anti-Competitive Behavior

We conduct all our business practices ethically and in compliance with all the applicable laws across our operations. Our due diligence processes ensure appropriate systems are in place, always. We also conduct regular trainings on our anti-corruption policies and procedures to ensure our employees are up to date on them.



S. No.	Target Audience	Headcount	% Coverage of Communication / Training
1	Governance Body	6	100
2	Employees		
a	Number of Employees	5535	100
b	Top Management	10	
c	Senior Management	199	
d	Middle Management	943	
e	Junior Management	2702	
f	Supervisory	1160	
g	Others	521	
3	Other Stakeholders		
a	Supplier (Manufacturer)	1080	100
b	Sub-Contractor	6169	
c	Dealer / Distributor / Trader	991	
d	Transporters	229	
e	Other Service Providers	908	

Employees				
Nature of Concern	Total No. Received	No. of Confirmed Incidents	Employee Dismissed for Corruption	Employee Disciplined for Corruption
Corruption	10	3	2	1

During the year, we observed 10 incidents of corruption on which we have undertaken swift and stringent action²¹. Aspects of Zero tolerance to corruption are imbibed in our Code of Conduct and other Ethics related policies. We also comply with various other statutory requirements including anti – competitive behaviour.

²¹GRI 205-3 - Confirmed incidents of corruption and actions taken



STAKEHOLDER INCLUSIVENESS

Our strong business relations reflect on our consistent stakeholder engagement. We define stakeholders as those who are potentially affected by our operations or who have an interest in or influence on what we do. Identifying and understanding the needs and interests of our stakeholders is fundamental to the continued success of our business. We believe regular and transparent communication with our stakeholders allows us to build relationships and create mutual understanding. Through ensuring open and transparent dialogue, we can strengthen our value-added benefits across economic, environmental and social parameters. Insights from interactions with our stakeholders

also enrich the decision-making process. We engage with our stakeholders through formal and informal channels. This process allows us to benchmark stakeholders' perceptions and gives us an all-inclusive picture of what matters most to our stakeholders.

We systematically identified, prioritised and engaged with a diverse set of stakeholders through our detailed stakeholder engagement process in the year FY 2017-18, to identify our material topics, stated in this report. We revisited our list of key stakeholders and material topics and validated them for their relevance to our operations for the current reporting FY 2018-19²².

Stakeholder group ²³	Mode and frequency of engagement	Key expectations ²⁴	Our response
Employees (on roll) ²⁵	<ul style="list-style-type: none"> Town hall meets – Biannual Skip level meetings Off-site meetings Employee Satisfaction Survey - Annual Annual Day Annual Functional Meets 	<ul style="list-style-type: none"> Deliver business impact through continuous learning Build sustainable leadership capabilities for the future Build sustainable project management capabilities for the future Ethical behaviour and conduct Digitalize mechanism to capture data for effective compliance On site assessment for compliances through site audits Increase frequency on training on statutory matters at sites Training on safety at workplace 	<ul style="list-style-type: none"> Establishing a robust L&D function with well-defined strategy Conducting leadership potential assessment of our critical performers covered under our Recognition and Retention Plan (RRP) Providing technical and non-technical training to our Junior, Middle and Senior level management Conducting health and wellbeing drives Plan to implement digital tools for compliance assessments Conducting annual employee engagement survey Conducting biannual LBE survey
Customers	<ul style="list-style-type: none"> Events – Need based Customer Satisfaction Survey - Annual TPL community initiatives – Periodic Customer feedback - Quarterly Senior leadership interaction – Need based 	<ul style="list-style-type: none"> Project delivery, technical communications Quality of construction Optimized utilization of resources 	<ul style="list-style-type: none"> Adopting highest standards of environmental, safety and quality protocols Ensuring customer feedback score on quality Undertaking initiatives towards Material Management – using Alternate materials and Modular construction
Suppliers/ Contractors/Service Providers	<ul style="list-style-type: none"> Need based Vendor meet Mutual visits - Periodic 	<ul style="list-style-type: none"> Long term business commitments Vendor development Advance scheduling Timely payment Ethical business conduct 	<ul style="list-style-type: none"> Continual engagement with vendors to understand needs for long term business relations Green vendor development Conducting Vendor Satisfaction surveys – Annual LBE assurance survey - Biannual
Community	<ul style="list-style-type: none"> Community events and CSR activities – Periodic 	<ul style="list-style-type: none"> Community development Address societal concerns Maintain the environment 	<ul style="list-style-type: none"> CSR activities in the areas of Education, Employability, Employment Entrepreneurship Initiatives towards Drinking water and Sanitation Tree plantation under Green Thumb initiative
NGO	<ul style="list-style-type: none"> Need assessments – at defined intervals Community events and CSR activities – Periodic 	<ul style="list-style-type: none"> Community development Increase number of initiatives that have positive societal impact Conduct impact assessments 	<ul style="list-style-type: none"> Implementation of Affirmative Action Plan Plan to conduct impact assessment

²²GRI 102-42 - Identifying and selecting stakeholders, GRI 102-43 - Approach to stakeholder engagement

²³GRI 102-40 - List of stakeholder groups

²⁴GRI 102-44 - Key topics and concerns raised

²⁵Includes both permanent and contract employees on Tata Projects' payroll

MATERIALITY ANALYSIS

Our robust stakeholder engagement process helped us in identifying, prioritizing and validating our strategic goals that would serve as a basis for our sustainability journey. Determining the 'materiality' helped us understand topics that are relevant to our business and various associated stakeholders over the short, medium and long term. Thus, materiality has become a key enabler, guiding us in our sustainable value creation journey.

We conducted a structured materiality assessment, wherein we proactively engaged with our internal and external stakeholders to understand issues that substantively influence their assessment and decisions. We also interacted with our top management to understand the strategic significance of our top issues and further prioritize them for defining the report content. We have reviewed our earlier conducted materiality assessment to assess its relevance and adequacy to our current business scenario. Our materiality assessment during FY 2018-19 entailed revisiting our material topics identified in FY 2017-18, by conducting dissemination sessions with the functional heads, to ensure the topics sufficiently signify our performance and risks through the year. We intend to carry out materiality assessment afresh in the next reporting cycle.



Materiality matrix^{26, 27}



- Low Impact**
- 20. Environmental Impact of Transport
 - 21. Lifecycle Impact of Product and Services
 - 22. Anti-competitive Behavior
 - 23. Diversity and Equal Opportunity

- Medium Impact**
- 14. Supply Chain Sustainability
 - 15. Strengthening R&D
 - 16. Customer Satisfaction and Welfare
 - 17. Noise
 - 18. Biodiversity
 - 19. Increasing Share of Green Portfolio

- High Impact**
- 1. Occupational Health and Safety
 - 2. Labour Availability
 - 3. Economic Performance
 - 4. Material Management
 - 5. Employee Training and Development
 - 6. Protection of Human Rights
 - 7. Sound Governance
 - 8. Risk Management
 - 9. Relationship with Community
 - 10. Emissions
 - 11. Energy Management
 - 12. Water Management
 - 13. Waste Management

²⁶GRI 102-44 - Key topics and concerns raised
²⁷GRI 102-47 - List of material topics

Our material topics* are prioritized in accordance with their significance to both internal and external stakeholders, and with their boundaries (inside our organization, outside the organization, or both). These topics are based on the significance of our economic, environmental and social impacts and the degree of influence they may have on stakeholder assessments and decisions.

Material Topics	Where the impacts occur		Our involvement with the impact		Key action points	FY 2018-19 Highlights	Chapter Reference
	Internal	External	Direct	Indirect			
Economic							
Economic Performance	✓		✓		Diversified Portfolio, Operational Excellence	'2nd Fastest Growing Infrastructure Company in India' award at Construction World- Engineering News Record event	Towards a Sustainable Future
Corporate Governance							
Sound Governance	✓	✓	✓		Strict adherence with Tata Code of Conduct, Periodic review	100% employees and service providers received training/communication anti-corruption policies and procedures	Corporate Governance
Risk Management	✓	✓	✓		Enterprise Risk Management policy	The Board and Audit Committee regularly review major risks	Corporate Governance
Environment							
Energy Management	✓	✓	✓		Focused interventions towards monitoring and reducing energy consumption through various energy and emission saving initiatives	> Decrease in our energy intensity ratio >Increased use of technology such as Video Conferencing and Skype for business, Electric Vehicle and Cycles to commute	Simplifying Ecological Sustainability
Emissions	✓	✓	✓				Simplifying Ecological Sustainability
Material Management	✓	✓	✓		Promote use of alternate materials	> Increased utilization of recycled input materials such as Fly ash Bricks and AAC Blocks	Simplifying Ecological Sustainability
					Use of modular construction	> Increased use of steel shuttering and system formwork based on Modular construction techniques	
Water Management	✓	✓	✓		Employing better technologies and undertaking initiatives that help reduce, reuse and recycle water to minimize freshwater consumption	> Reduction in water consumption	Simplifying Ecological Sustainability
Waste Management	✓	✓	✓		Undertake initiatives that help reduce generation of waste. Identify waste that can be reused and dispose the waste generated in an environmentally friendly manner.	> Reduction in hazardous waste generated	Simplifying Ecological Sustainability

*GRI 103-1 - Management approach 2016

Material Topics	Where the impacts occur		Our involvement with the impact		Key action points	FY 2018-19 Highlights	Chapter Reference
	Internal	External	Direct	Indirect			
Social							
Labour Availability	✓		✓		Encourage sourcing of labour via Government skilled/ trained labour Schemes like NEEM / local skill development centres	> Regular Site level motivational session/ reward to sensitize & refresh the approach > Providing clean infrastructure facilities including RO drinking water, LED lighting, STPs across our labour camps > Attrition rate reduction	Creating Opportunities, Leveraging Potential
					On-site training on Safety Health Environment good practices		
					Encourage healthy balance between male and female workforce, work towards enhanced gender diversity		
Health and Safety	✓		✓		Implementation of Open-door system to report hazards and unsafe operations or near-misses	>Low injury rate of 0.04 > Achieved Accident Severity Rate of 120 as against target of 150 and Accident Frequency Rate of 0.065 against target of 0.090.	Creating Opportunities, Leveraging Potential
					Effective implementation of corrective actions from audits & incident learnings		
Employee Training and Development	✓	✓	✓		Deliver Business Impact through Continuous Learning	> Increase in overall training man-days	Creating Opportunities, Leveraging Potential
					Build Sustainable Leadership Capabilities for the Future		
					Build Sustainable Project Management Capabilities for the Future		
Protection of Human Rights	✓	✓	✓		Digitalize the capturing mechanism for effective Compliance	> No significant fines or non-monetary sanctions or cases of non-compliance pertaining to human rights	Creating Opportunities, Leveraging Potential
					On Site Assessment for compliances to all labour laws		
					Increase the frequency of training at sites		
Maintaining Relationship with our Communities		✓		✓	Increase the number of lives touched and create a long term sustainable impact on the community	>Increase in CSR spend	Creating a Positive Change

This report reflects our performance against the high impact topics which have significant economic, environmental and social impact that can substantially influence the assessment and decisions of our stakeholders. Our FY 2018-19 performance highlights' quantitative trends is elaborated in the subsequent chapters.



TOWARDS A SUSTAINABLE FUTURE

Economic Performance

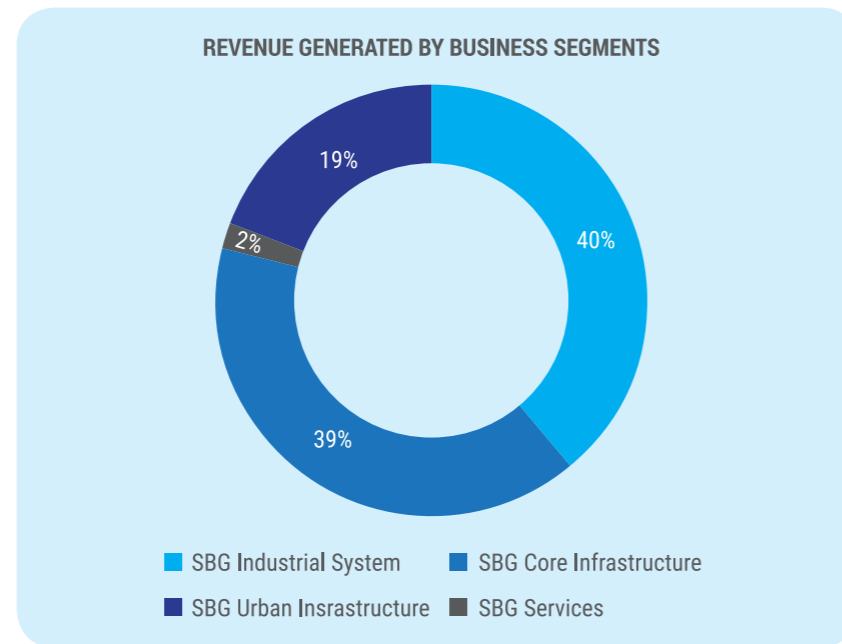
According to World Economic Forum, the core Engineering and Construction (E&C) sector accounts for 6% of global GDP and employs more than 100 million people worldwide. With India expecting to become the third largest construction market globally by 2025, the infrastructure sector is a key driver for the Indian economy. The sector is responsible for driving India's overall growth and relishes Government's focus towards initiating policies that would ensure time-bound creation of world class infrastructure in the country.



We are proud that our business segments are focused around building better infrastructure²⁸ in line with our mission to make the world a more efficient, prosperous and safer place. We at Tata Projects, have streamlined our business strategy with a focus on sustained value generation and improved efficiencies in our project operations. This approach helps us to win new and niche projects, which creates local employment opportunities and thereby enhancing the local economy.

Generating and Distributing Economic Value²⁹

For the financial year 2018-19, we reported total turnover of INR 13,230 Cr. The order booking of the company aggregated to INR 28,190 crore (Previous



Year: INR 11,570 crore) resulting in the total order backlog of INR 50,595 crore. Tata Projects also secured L1 position of orders worth INR 6,943 crore. We will continue to help our stakeholders to see how their role contributes to profitability and sustainability. During the year, no financial assistance was obtained from the Government³⁰.

Our economic policies are formulated based on various factors, including geographies where we operate, market conditions, customer preferences, our past performance, government regulations and our corporate governance amongst others. Internally, we have established robust business planning and risk management process with stringent controls.

Economic Value Generated	FY 2017-18 (in Crores)	FY 2018-19 (in Crores)
Turnover	9,061	13,230
Other income	42	60
Total Economic Value Generated	9,103	13,290

Economic Value Distributed	FY 2017-18 (in Crores)	FY 2018-19 (in Crores)
Operating cost	8,049 ³¹	11,898 ³²
Employee wages and benefits	588	711
Payments to providers of capital	195	311
Payments to Governments	119	112
CSR spend	3	3.85
Total Economic Value Distributed	8,954	13,037
Economic Value Retained	149	253

Benefits provided to Employees	FY 2017-18 (in Crores)	FY 2018-19 (in Crores)
Employee wages and benefits	554	668
Defined Contributions Plan	14	12
Defined Benefit Plan	21	31
Total benefits provided to Employees	589	711

²⁸GRI 103-2 Management approach 2016

²⁹GRI 201-1 - Direct economic value generated and distributed, Data pertains to Tata Projects Limited and does not include subsidiaries, joint ventures and associate companies. Figures have been rounded off.

³⁰GRI 201-4 - Financial assistance received from government

³¹All expenses, including depreciation of INR 120.78 Cr

³²All expenses, including depreciation of INR 154.45 Cr

SIMPLIFYING ECOLOGICAL SUSTAINABILITY



RECOGNISED FOR THE INNOVATIVE ENVIRONMENT BY CII

Being one of India's largest EPC Company, we are conscious of the impact of our operations and services on the environment. We have been proactively working towards improving the efficiency of our operations and processes to ensure optimal utilization of natural resources. We have a varied range of projects, all of which are at different stages of the project life cycle which has a direct impact on our consumption patterns, based on the project phase our energy, material, water and waste patterns vary accordingly. However, irrespective of the project life cycle, we concentrate on operational excellence and have a robust review mechanism in our processes which helps reduce resource consumption. Our efforts are focused on incorporating good environmental practices in our systems and processes.

Our sustainability agenda is built on resource efficiency, creating low carbon operations, promoting green vendors and incorporating engineering innovations in our endeavor to reduce our environmental and ecological impact. Aligned to our sustainability strategy, we closely monitor the performance of key environmental KPIs and have established 2020 Goals with respect to GHG emissions, waste generation, participation in environmental education and participation in activities to improve the environment. Through the dedicated efforts across our 130+ project sites we are pursuing our vision of being the most sustainable infrastructure Company in the world.

Environmental Management and Governance³³

Our focus on adherence to the highest standards of environmental management is applicable across all our sites. Towards this, we have adopted various domestic and international environmental protocols and adhere to leading certifications ensuring compliance with applicable environmental legislations. Our HSE, Quality and Sustainability policies endorse our commitment to improving our performance on various environmental aspects that go beyond regulatory compliances. Tata Projects adheres to the requirements of ISO 14001: 2015, ISO 9001:2015 and ISO³⁴ 45001:2018. Our EMS helps us in minimizing the environmental impacts of our operations and enhancing the productivity. It also offers a structured approach for identification and execution of the measures for environmental protection.

³³GRI 103-2 - Management approach 2016

³⁴GRI 102-12 - External initiatives

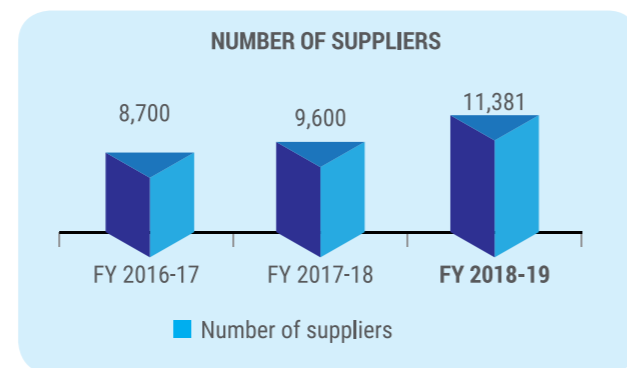
³⁵GRI 102-9 - Supply chain, GRI 102-10 - Significant changes to the organization and its supply chain

In line with our Mission to provide sustainable engineering and construction projects and technology services, we have an environmental management system. To ensure its effective functioning, all our SBGs drive initiatives towards use of alternate materials and modular construction as well as initiatives that drive the reduction of environment footprint.

We have identified Sustainability Champions who propagate the awareness and enable action towards Climate Change throughout the organization and drive improvement projects on reduction of environmental footprint. At the project level, we have a Site Sustainability SPOC, who actively manages and implements environmental management initiatives at our project sites. The SPOC is also responsible for optimising existing processes in business operation. The SPOC reports the environment performance on a monthly basis. We have also conducted capacity building workshops with the help of the Tata Sustainability Group, internal Sustainability SPOCs as well as external agencies across the organization towards Sustainable practices and implementation of the sustainability initiatives. We have assessed 118 sites and trained 2314 employees on Environment Footprint, GRI based Sustainability Reporting and Sustainability Awareness.

Sustainable Supply Chain³⁵

Supply chain optimization continuously focusses on various initiatives. The SCM team's core endeavours continue to remain invested towards minimizing procurement cost, optimizing value by identifying reliable sub-contractors / suppliers, creating an effective vendor mix, developing and encouraging green vendors, avoiding monopolistic situations, providing logistics solutions for most economic modes of transportation, managing economies of large scale procurement of cement and steel, entering into fixed price deals to protect against price hikes in future and facilitating our vendors to adopt environment friendly practices etc. SCM improves these objectives by automating the processes seamlessly from indent to purchase order through B2B sourcing platforms, reverse auctions and ERP business automation tools. In our effort towards environmentally safer procurement, preference is given to green vendors who are more environmentally conscious in their manufacturing and service offerings. Similarly, while encouraging inclusive growth, preference is given to AA Vendors. In Affirmative Action



Assessment, the company has achieved significant recognition at the Tata Group level.

We understand that our sustainability impacts extend beyond our own operations. By procuring raw materials and services from small and large companies all over the world, we participate in a global and complex supply chain. Over the years, we have developed an ability to effectively manage the governance and environmental impacts of our supply chain which has given us a competitive edge. Having businesses in various sectors such as Power Generation, Construction, Metals & Minerals, Oil & Gas, Hydrocarbons, Smart Cities etc., we procure material and services from across the country. Majority of our suppliers are from India to ensure a reduction in the carbon footprint of our raw materials while encouraging the local supply base. Our supply chain has grown alongside our business. Today, we have strong relationships with over 11,381 suppliers for whom we create shared value.

We proactively identify diverse suppliers to procure goods and services. Online registration portal enables vendors interested in offering their products and services. We also have a web based procurement portal wherein the vendors can participate in online tenders/ reverse auctions. We provide customised trainings on specific environmental parameters.

During the year FY 2018-19, we have brought in system controls for Vendor Assessment for all new vendors. The ERP Codes of *new vendors* undergo a systematic Vendor Assessment as a default process. The scope of the assessment includes topics such as Quality, HSE, Statutory Requirements, HR, Engineering Capabilities, General Administration, Experience, Manufacturing Strengths, etc. Based on the results of this assessment the Quality Services team approves or rejects the vendor codes. Once

the new vendor is on-boarded, we handhold the vendors in their sustenance. This is done through various initiatives like providing training, monetary concessions, accommodating them in labour colonies, etc. As a true reflection on our ethics / governance systems, there has been no case where we had to terminate a Contract / PO for a corruption charge during the year.

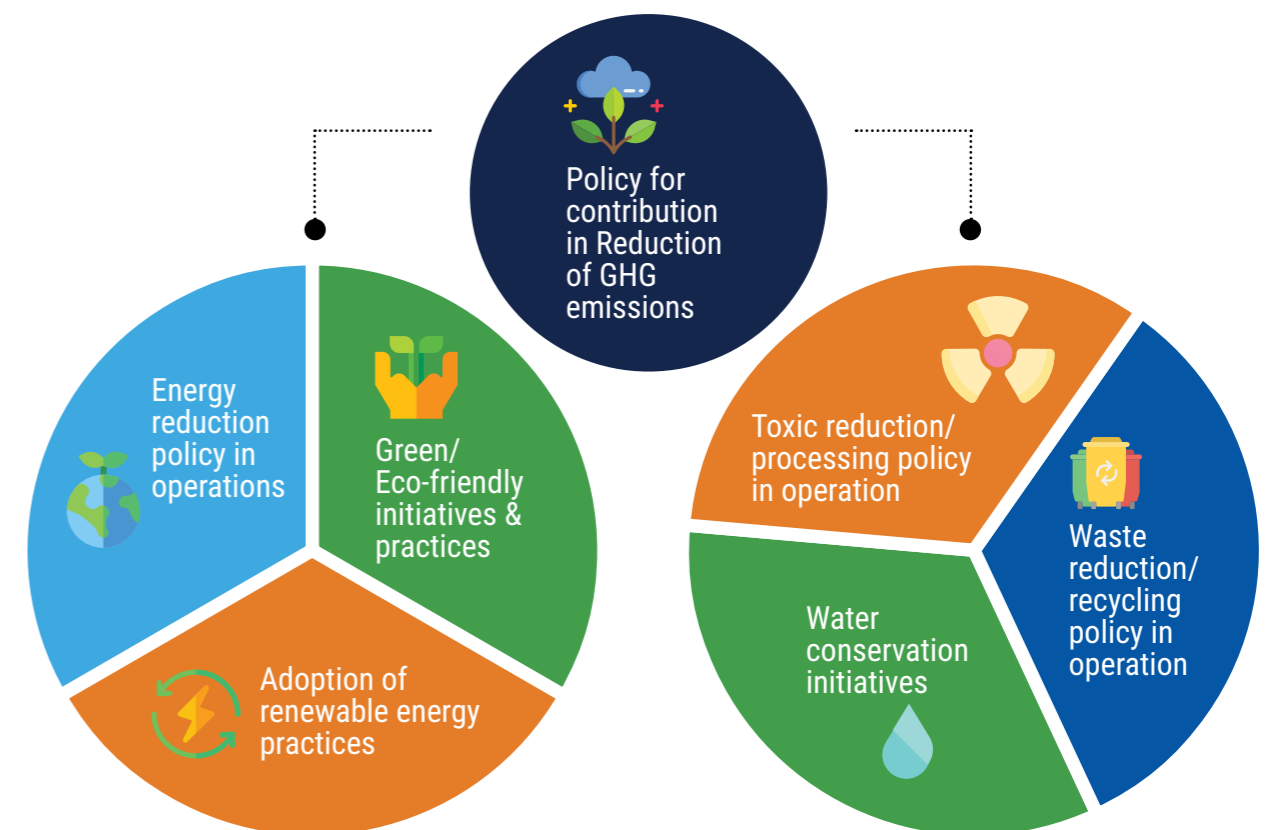
- **Assessment of Social Criteria**

A key part of the assessment is the evaluation of new vendors based on the Social Criteria pertaining to Environment, Health and Safety standards. For Contractors, the assessment includes a check on the availability of safety systems and supporting record of corrective actions on accidents/incidents. For Manufacturers, the assessment includes a check on the adequate arrangements for waste management, safety trainings, first aid facilities etc. In the case of Transporters, the assessment is done based on the transporters having their own vehicles, adherence to safety regulations besides other regulatory requirements such as valid Driver's License, PUC, Vehicle Fitness Certificate, etc. During FY 2018-19, over 863 suppliers were subjected to such capability assessments out of which 439 nos. were approved and remaining were recorded as Unapproved / not preferred vendors.

- **Assessment of Environmental Criteria**

As a part of our Vendor Assessment, all our suppliers get assessed on an internally defined Green Score Status. Our supplier partners scoring 3.5 and above on a scale of 5 are designated as Green Vendors in the system. For existing suppliers, we have initiated the exercise of collecting the Green Scores through self-declarations.

Environmental Criteria for Vendor Assessment



Material Management

Increasing infrastructure requirements in both urban and rural areas have resulted in increased demand for infrastructure and corresponding construction materials. These materials affect the environment by depleting natural resources, utilizing energy, and release pollutants on land and exploitation of water. Hence, it is crucial for the construction sector to find sustainable solutions and alternate materials to retain and sustain their existence in the long run. We have a system in place to monitor our material consumption by category. These systems help us to ensure optimal material usage across our operations thus contributing to the circular economy agenda.

Using Alternate Materials

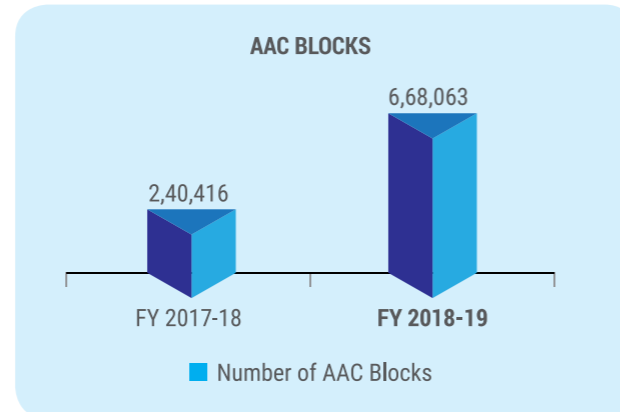
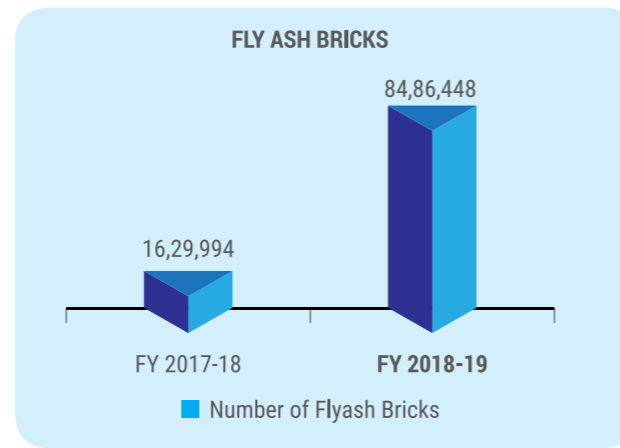
With a focus on sustainable architecture, our philosophy towards material management is to reduce, reuse and promote the judicious use of resources across all our sites. In order to reduce our natural resource dependency and overall environmental footprint, we promote use of alternate materials such as Fly ash, Ground Granulated Blast furnace Slag (GGBS) and AAC Bricks that are made from the waste generated from thermal power & steel plants. We are also using PPC cement for making concrete across our sites.



During FY 2018-19, we have increased our utilization of Fly ash bricks by 421% and AAC Blocks by 178%, signifying a substantial reduction of our reliance on red/clay bricks.

Towards minimizing the use of conventional shuttering, made of plywood and batten, we have undertaken an initiative across our operations to replace them with aluminium/PVC/System formworks. During the year we have substantially increased use of system formwork and steel shuttering.

Sand is a key raw material in our business and its timely availability is critical for the efficiency of operations. We have partnered with suppliers who assist us in providing a simplified solution to recycling Construction & Demolition (C&D) waste and producing M-Sand which replaces natural sand. Through this partnership, we have not only ensured the availability of sand for our operations, but the usage of M-Sand has also resulted in minimization of land fill and reduced dependency on natural resources. During FY 2018-19 we effectively used 6,57,247m3 of M-Sand across multiple sites.³⁶



Use of AAC Blocks



Use of Fly Ash in Making Concrete

Focus on Modular Construction

Using modular construction techniques such as pre-cast and pre-fabricated elements, simplifies the construction process and reduces construction time. These practices have not only helped us improve our overall productivity but also helped reduce material wastage.



Precast Technique Without End Bearings/Bracket/Sleeves

We also focus on Value Engineering and Lean Engineering to enhance productivity and ensure that our sites function with factory-like precision. Towards the same, we have implemented Building Information Modelling (BIM) systems and other state-of-the-art softwares, aimed at evaluating designed building features, systems and material selection thereby achieving lower material cost and wastage. We use structural and design analysis, clash detection, safe construction methodologies to help minimise the dependency on materials and eliminate rework. As a part of the process, we prevent unnecessary use of materials through an exact calculation of the volume and cost of material required for construction.

We use different materials and recycled input materials in our operations as illustrated below.³⁷

S.No.	Materials Consumed	UoM	Total FY 2017-18	Total FY 2018-19
Raw Materials				
1	Natural Sand	M3	9,24,070	10,66,863
2	Stone Aggregates	MT	13,36,003	21,65,951
3	Marble/Granite	Sqmtr	Not reported	28,846
4	Wood Batten	CFT	Not reported	2,51,874
5	Pre Fab Steel Structure (For T&D)	MT	Not reported	18,898



Precast Structure



Prefab Labour colony



Prefab Tower Structure

³⁶GRI 103-2 - Management approach 2016

³⁷GRI 301-1 - Materials used by weight or volume and GRI 301-2 Recycled input materials used

S.No.	Materials Consumed	UoM	Total FY 2017-18	Total FY 2018-19
Intermediate Materials				
6	Concrete	M3	22,04,703	19,60,189
7	Steel (reinforcement + structural)	MT	2,37,952	2,53,956
8	Binding Wire	MT	1,41,291	1,67,779
9	Pipes(erection)	RMT	Not reported	7,55,826
10	Cables	RMT	12,43,566	25,26,043
11	Pipes	RMT	3,67,646	2,81,171
12	Plywood	Sqmtr	5,14,318	13,33,207
13	Total System Formwork Used	Sqmtr	Not reported	16,57,813
14	Precast	M3	7,455	35,165
15	Prefab	Sqmtr	Not reported	83,142
16	Total Steel Shuttering Used	Sqmtr	Not reported	4,17,265
Associated Materials				
17	Curing Compound	Ltr	64,839	2,44,895
18	Shuttering Oil	Ltr	Not reported	1,84,220
19	Gypsum Boards	Sqmtr	76	71,840
20	Admixtures/Chemicals	Ltr	Not reported	33,64,795
21	Paper	Kgs	Not reported	49,546
22	Zinc	MT	Not reported	1,165
23	Lead	MT	Not reported	0
24	Membrane	Nos	Not reported	1,249
25	Solid Bricks	Nos	Not reported	1,07,500
26	Tiles	Sqmtr	Not reported	10,081
Recycled input materials				
1	Fly ash	M3	3,37,252	1,13,960
2	GGBS	M3	15,909	12,162
3	Fly ash Bricks	Nos	1,629,994	84,86,448
4	AAC Blocks	M3	2,40,416	6,68,063
5	M Sand	M3	5,84,069	6,57,247
6	Micro Silica	M3	Not reported	465



Alternate materials - Using Tunnel Formwork Instead of Conventional Formwork



Alternate Materials - Using Aluminium Formwork Instead of Wooden Shuttering



M – Sand Replaced Natural Sand

Energy Conservation and Emissions Management



As a responsible corporate citizen operating in an energy-intensive sector, we are actively creating mitigation plans for managing energy and emissions related risks. By gaining an understanding of the risks and opportunities related to climate change and how these affect us, we believe we can reduce our own impact on the environment and make a positive global contribution to this issue in the long run.

At Tata Projects, we have set goals to reduce our emission every year. We have taken internal targets for FY 2019-20 and will continually undertake efforts to reduce GHG emissions across our offices and project sites.³⁸

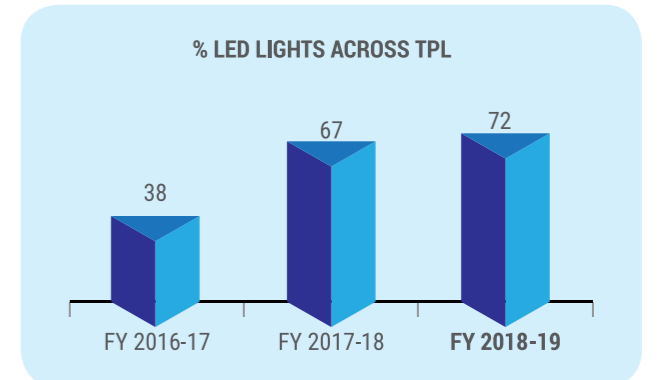
In FY 2018-19, we continued with our initiatives towards energy conservation and categorised them under technology, operational and behavioural upgrades.

Technology Upgrade	Operational Upgrade	Behavioural Upgrade
Upgrading our fleet with BS- III & IV Engines	Adhering to norms for our equipment usage helps in saving fuel, energy and improving efficiency	Optimizing our resource use by enhancing cross functional communication and better planning of project progress activities
Installation of In Vehicle Monitoring System (IVMS)	Adhering to our equipment productivity norms	Ensuring there is no idling of equipment
Adopting energy efficient appliances • VFD in Tower cranes, Gantry cranes, Passenger Hoist • Adopting new inverter based welding machines in replacement to our conventional machines & using VRD in welding machine	Conducting Energy Audit at major project sites & offices	Conducting awareness sessions on vehicle operation & regular maintenance of fleet
	Moving our sites from DG to Grid electricity/ Solar energy	Correct sizing of the equipment
	Reduction in rework to reduce energy consumption	Maintaining road conditions/ tyre pressure consumption

Installation of LEDs and Solar LEDs lighting

To reduce our electricity consumption, we have replaced sodium vapour lights with LED and created avenues for promoting natural light, across most of our sites.

We are in the process of implementing LEDs at all new sites replacing sodium vapour lighting to LED at current operating sites. Through our sustained efforts, the percentage of LED lights across Tata Projects has gone up from 67% in FY 2017-18 to 72% in FY 2018-19. We also installed over 2219 Solar LED lights enabling us to reduce our energy consumption.



Use of LEDs and Solar LEDs

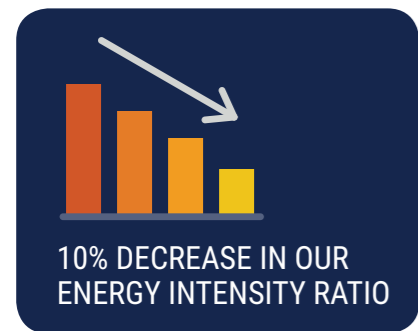
³⁸GRI 103-2 - Management approach 2016

Installation of Energy Efficient Equipment



We have been proactively taking steps towards installing energy efficient equipment within our processes. In FY 2018-19, 100% of our tower cranes, material/ passenger hoists and gantry cranes had VFDs. The VFDs have controlled operating speed and acceleration, this resulted in the reduction of energy consumption thus also minimizing the emissions. Furthermore, 68% of our welding machines have been fitted with VRD reducing the maximum unloaded open circuit voltage across the output terminals of the welder to a safe voltage. We are using energy efficient equipments, complying with the latest emission standards for the vehicles. We have also installed In-Vehicle Monitoring System for our vehicles that uses GPS for monitoring working hours & diesel consumption.

Progressively, we have been investing in products, processes and technologies that promote sustainable growth – enhancing energy efficiency, developing low-carbon technologies for building infrastructure



and increasing the green cover. Our energy conservation initiatives have also enabled us to reduce our energy consumption by 1,79,033 GJ. Due to our dedicated efforts towards energy management, we have been able to control our energy consumption with a 10%³⁹ decrease in our energy intensity ratio.⁴⁰

³⁹Total non-renewable energy (HSD, LPG, Grid Electricity) consumption in GJ/total Revenue from operations

⁴⁰GRI 302-3 - Energy intensity

⁴¹GRI 302-1 - Energy consumption within the organization

⁴²GRI 305-1 - Direct (Scope 1) GHG emissions

Energy Consumption ⁴¹	FY 2017-18 (GJ)	FY 2018-19 (GJ)
HSD	8,23,392	11,20,901
LPG	61,524	15,436
Grid Electricity	55,945	1,02,497
Total Renewable Energy Consumption (Solar energy)	1,753	425

Emissions	FY 2017-18 (t CO2 eq)	FY 2018-19 (t CO2 eq)
Scope 1 ⁴²	64,896	84,032
Scope 2 ⁴³	12,743	23,346
Scope 3 ⁴⁴	2,567	15,067
Total Emissions	80,206	1,22,446

There is a significant increase in our scope 3 emissions for the reporting period FY 2018-19 as we enhanced our data collection processes. In the reporting period we have been able to capture more categories of Scope 3 emissions such as emissions from our air travel and material transport across our SBUs.

Waste Management

Waste management is a key aspect of our operations as it affects our license to operate and overall operational costs. We promote recycling across all our sites and have implemented several initiatives such as reusing of waste cement & concrete for making paver blocks, pathways and gardening curb stones. We also recycle construction demolition waste and convert it into cured sand and reuse fine aggregates (M-Sand) by sieving the site concrete waste/ debris. We ensure that all non-hazardous waste is disposed through authorized vendors.



We have planned to further strengthen our waste data management by carrying out detailed data analysis. We have also planned to integrate the results of our analysis for continual improvement of our waste management methodologies. In our endeavour to bring in efficiency in our waste management practices, we have conducted awareness sessions as well as internal audits at our sites during FY 2018-19. The sessions emphasized about adopting waste management practices at our sites.⁴⁵

Technology Upgrade	Operational Upgrade	Behavioural Upgrade
Using Screener for debris screening	Establishing material usage norms	Continuous monitoring of the waste generated and ensuring reuse/recycle
Using waste recycled material as raw material	Reconciliation of materials	Enhancing skills of workers
Adopting energy efficient appliances	Reusing waste generated in other work / activity	Awareness on conservation of natural resources

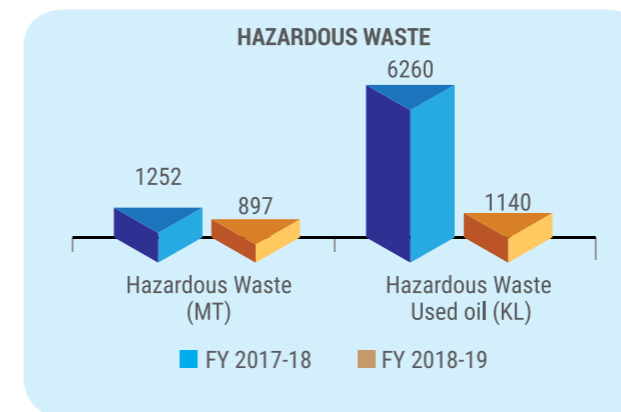
Type ⁴⁶	FY 2017-18	FY 2018-19
Non- Hazardous (MT)	82,203	1,67,742
PVC Pipes (RMT)	Not reported	187

⁴³GRI 305-2 - Energy indirect (Scope 2) GHG emissions

⁴⁴GRI 305-3 - Other indirect (Scope 3) GHG emissions. our Scope 3 emissions include employee travel at sites and offices, material transport.

⁴⁵GRI 103-2 - Management approach 2016

⁴⁶GRI 306-2 - Waste by type and disposal method



We have enhanced our data collection processes due to which we have been able to capture more categories of non-hazardous waste. You will find an increase in trend in our non-hazardous waste generated.

Technology Upgrade	Operational Upgrade	Behavioural Upgrade
Setting up portable sewage treatment plants at labour colonies.	Establishing water recharge pits.	By adhering to our activity based consumption norms.
Application of curing compounds.	Install collection pits in batching plant area, vehicle wash area so as to collect this water and use further for dust suppression, gardening work etc.	We encourage our employees and workers towards conserving water on a regular basis.
Setting up rainwater harvesting systems at potential sites with rooftop rainwater collection pits which help offset our water requirement.	Reuse of RO rejected water to be used for dish washing, curing of structure Improved monitoring systems for efficient water usage in our sites consume less fresh water during the construction.	We are constantly working towards reducing our water consumption and are in the process of creating wastewater-free processes for our project sites.



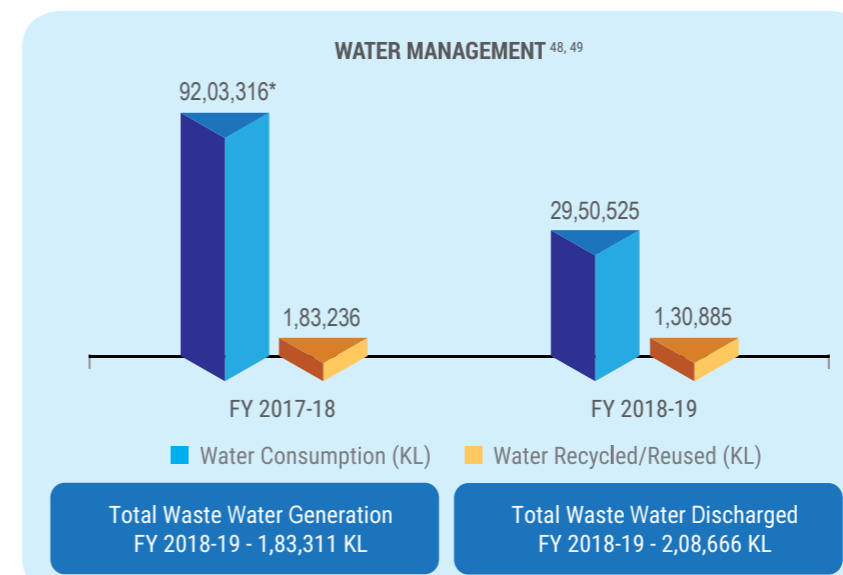
Recycling waste to reduce natural resource dependency

Screening systems have been installed at various sites which screen out fine aggregate from debris. The heavy parts of debris are sent to recycling plants (crushers) wherein they are crushed to make Manufactured Sand. The recycling helps reduce the dependency on natural sand.

Water Management

We acknowledge the fact that water is a critical shared resource. To protect this valuable resource, we have undertaken initiatives to reduce, reuse, recycle and regenerate water in our operations to the maximum possible extent thereby reducing our dependency on fresh water. We also organize awareness sessions that build a habit of consuming less water, diligently. These sessions cover aspects like improving monitoring of water consumption and accurate reporting of our water management practices.⁴⁷

Towards better measurement, monitoring and managing, we have installed water meters at various sites. Our efforts have paid off significantly, as we have been able to consistently curtail the amount



⁴⁷GRI 303-1 - Management approach 2018; GRI 303-2: Management approach 2018, GRI 103-2 - Management approach 2016

⁴⁸GRI 303-5 - Water consumption

⁴⁹GRI 303-4 - Water discharge

of water withdrawn, through use of curing compound, PC based admixtures, curing pump synchronization and use of sprinklers thus effectively managing our water footprint. We have also installed WTP/STP at our labor colonies to recycle water and reuse. In addition, we prevent water pollution through the strict management of the quality of wastewater by operating the wastewater purification facility and conducting constant water quality check for wastewater generation at sites. Through the implementation of these initiatives, we aim to become 'water positive' in the coming years.

Our total water recycled and reused has been estimated based on the water recycled through our septic tanks, rainwater harvesting pits, sedimentation tanks, collection pits WTP/STP and RO facilities. We ensure that the RO reject water generated at our project sites is reused for domestic purpose and dust suppression thereby reducing our dependency on fresh water. Our rain water utilization doubled during the reporting period FY 2018-19 in comparison to the rainwater utilization in previous reporting period FY 2017-18, which was 21,679 KL. We have restructured our water data management and enhanced the depth of monitoring and disclosure, thereby presenting more accurate data for the reporting period.

Source of water ⁵⁰	Withdrawal in KL (FY 2017-18)	Withdrawal in KL (FY 2018-19)
Municipal Water for drinking	4,05,109	79,483
Municipal Water for construction		40,454
Tanker Water	2,85,89,318	18,30,193
Ground Water (bore well)		12,26,903
Surface Water (External-pond / river)	44,884	2,13,060
Purchased Drinking Water (RO water) - Third Party	56,657	65,482
Rainwater Utilized (water consumed from RWH facility) - Surface Water ⁵¹	21,680	44,310
Any Other	18,324	630

Recycling and reusing waste water through Sewage Treatment Plant (STP)



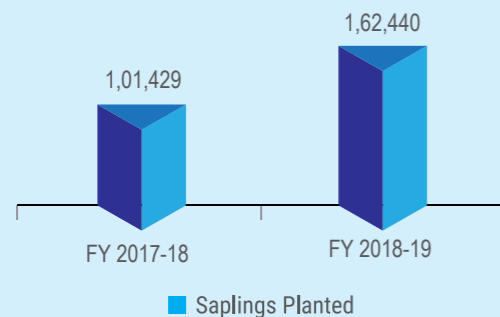
We have installed Sewage Treatment Plants in the labor colonies of our sites. These STPs treat wastewater and reduce the fresh water consumption at our sites. The recycled water from STP is stored and reused in flushing, dust suppression at site, gardening etc. This initiative has helped us save nearly 10,000 KL of water / year.



Biodiversity

With an objective to sequester carbon, protect and restore natural habitats, we plant saplings and trees annually across our project sites. With an aim to increase the overall green cover of our sites, we planted over 1,62,440 saplings during FY 2018-19, a 60% increase as compared to the last year. We have partnered with NGOs, gram panchayats, schools etc. in our endeavor to increase green cover on our planet.

SAPLINGS PLANTED



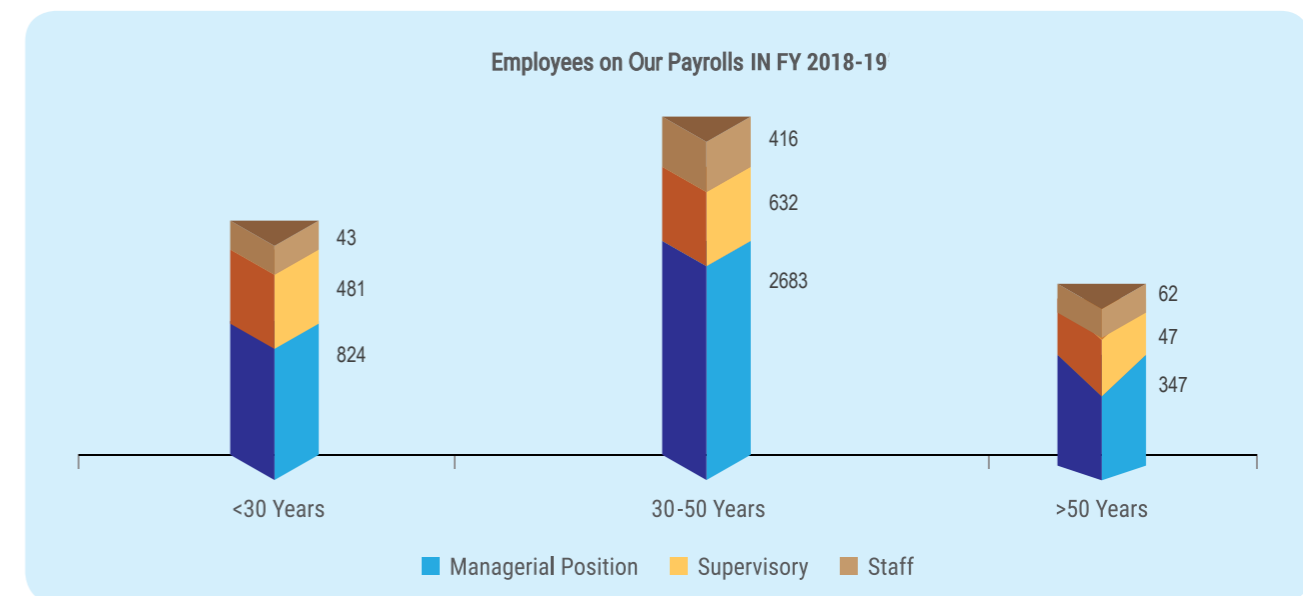
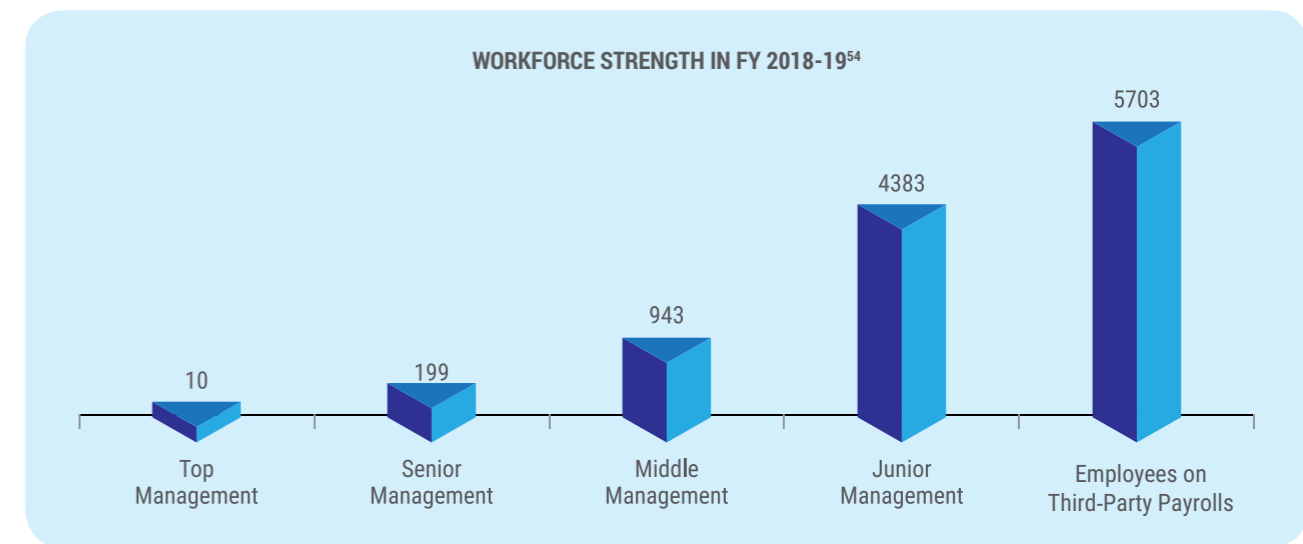
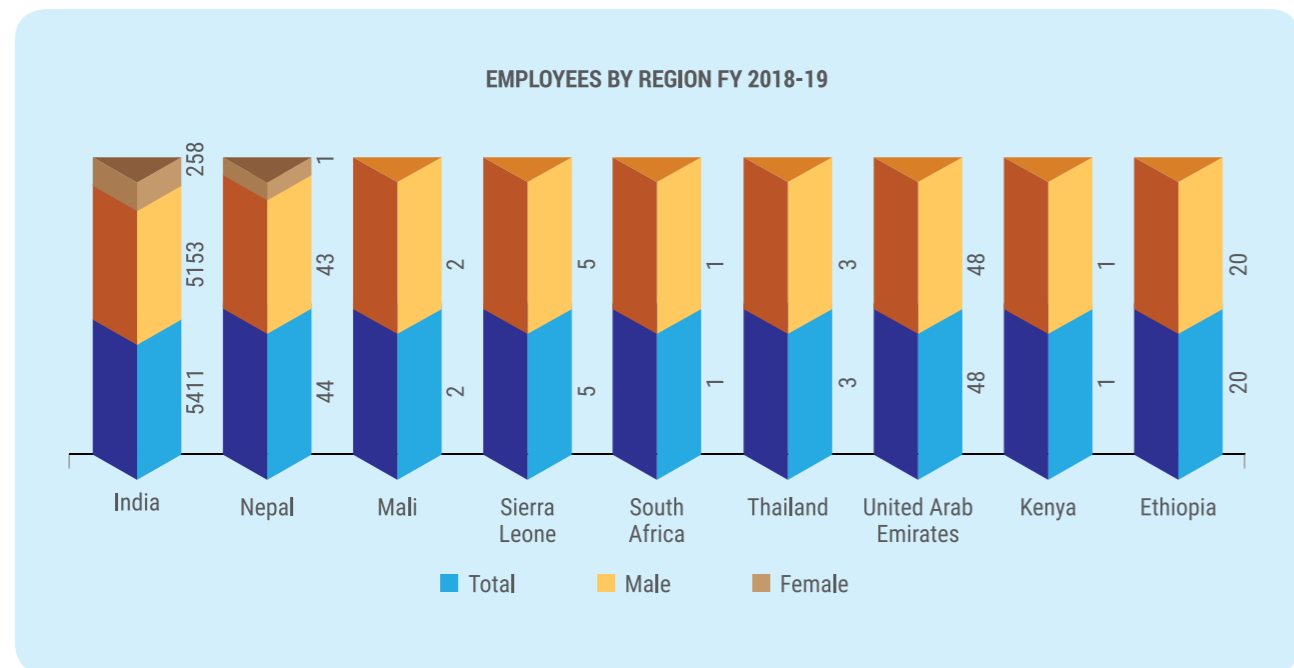
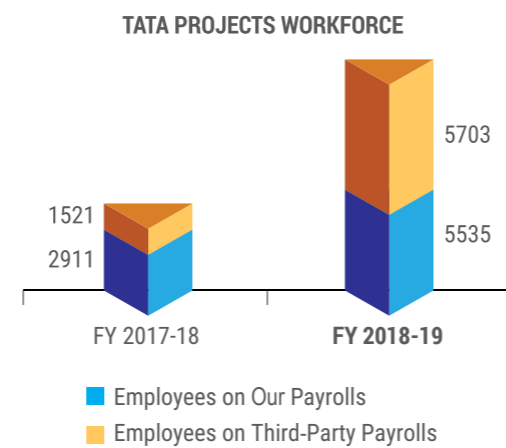
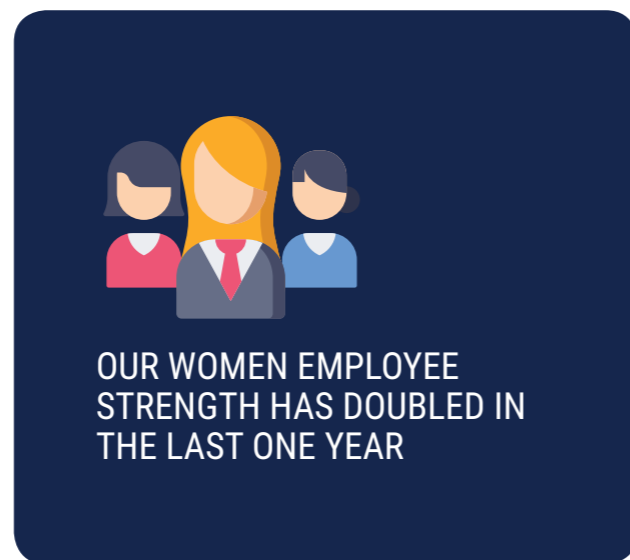
CREATING OPPORTUNITIES, LEVERAGING POTENTIAL



⁵⁰GRI 303-3 - Water withdrawal
⁵¹GRI 102-48 - Restatements of information

Our operations being labor intensive, it gives us the opportunity to play a key role in creating employment opportunities in the Indian economy. We always strive to enhance and strengthen our relationship with all our stakeholders, especially the employees, both on our payrolls and those on third party payrolls. Employees are one of the most valued stakeholders for us and form the basis of all that we do at Tata Projects. We are making constant efforts to ensure that all our employees are included in the decision-making processes at various stages as required, and their views and recommendations are held in the highest regard. With the growing business demands and demographic changes, ensuring that our employees stay "content" at their workplace is extremely critical for us. We constantly aim to provide exceptional opportunities and a positive work environment for them. Our aim is to help our employees achieve job satisfaction and continuous development through improved learning opportunities.

The HR function has been playing a significant role in attracting high quality talent, implementing employee friendly policies & benefits, driving employee engagement and maintaining a continued focus on capability building – especially in project execution and project management thus enabling the organization to be future-ready. The HR function co-creates all our HR strategies in collaboration with the Senior Management Team to facilitate and influence change, attract the best talent and build capabilities. The HR function is fully equipped to respond to the relevant needs of the different SBGs to ensure and enable them with competitive advantage. We have established the Human Resources Centre of Excellence which helps towards ensuring consistent, cost-effective and time-bound standardised HR services to all our employees. Our continued growth and expansions are supporting our strategy to increase opportunities for our workforce, and to enhance the communities where we operate. During the reporting period, we had a total workforce of 11,238 employees, of which 5535 were employees on our payrolls and 5703 were employees on third party payrolls⁵². We are an equal opportunity employer and have 259 women employees on-rolls.⁵³



Occupational Health and Safety

Given the nature of our business, safety and health has always been our top priority. We have established and implemented a world-class integrated health and safety management system aligned to the international standards ISO 45001⁵⁵. Through this, we carry out safety inspection and management activities at all our operational sites around the globe. Our health and safety management system guidelines apply to all the employees working at TPL, this includes employees on our payrolls as well as those on third party payrolls. All the activities carried out as part of our operations are covered in the health and safety management system, this also



Safety Park

The safety parks were conceptualized with an aim to educate workers on safe work practices, conduct awareness programs and run theme-based campaigns. The safety parks propagate our commitment to Zero Harm work environment.



⁵²GRI 102-7 - Scale of the organization
⁵³GRI 102-8 - Information on employees and other workers

⁵⁴GRI 102-8 - Information on employees and other workers
⁵⁵GRI 403-1 - Occupational health and safety management system; GRI 103-2 - Management approach 2016
⁵⁶GRI 403-2 - Hazard identification, risk assessment, and incident investigation
⁵⁷GRI 403-7 - Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

helps us in conducting effective and periodic risk identification and mitigation.

As a good practice, we have executed "Permit-To-Work" (PTW) system, "Lock Out Tag Out" (LOTO) implementation of method statement, Hazard Identification and Risk Assessment (HIRA)⁵⁶ and ensure adherence to all other safety operations procedures developed by us. Our safety performance and compliance is monitored, measured and analyzed through dashboards. We use the online SharePoint platform, for reporting safety observations and submission of daily, weekly and monthly safety checklists. Monthly Safety MIS is reviewed by top management. We strive hard to learn from safety incidents to prevent reoccurrence and ensure everyone's safety and wellbeing. Our Emergency Management Framework⁵⁷ will ensure responsiveness in case of emergencies, consistency across safety concepts & strategies adopted at sites and will function through its approach to preparation, response and escalation. The framework will also provide guidance on preventing or mitigating significant negative occupational health and safety impacts that are directly linked to our operations.


Our sites are required to identify, alleviate and control risks specific to their operation⁵⁸. We deploy critical controls, subject to ongoing review and verification, to make sure they are implemented as designed and to the standard required to effectively manage our key safety risk.

We have developed a robust Health, Safety and Environment (HSE) strategic plan considering all the elements to achieve our goal of Zero Harm. Our HSE policy articulates our commitment towards excellence and achieving HSE related

targets. We have established a proactive safety culture, by defining HSE objectives & goals and benchmarking with peers while ensuring continual improvement. We remain vigilant in ensuring we have the appropriate controls in place to address the safety risks and that our employees are effectively trained. Our operating systems safeguard our people and protect the environment. To achieve a zero injury and incident culture and to meet our environmental goals, we integrate robust HSE practices into our everyday activities. In addition to complying with all applicable country, regional and local safety and environmental laws, we strive for HSE performance that is among the

best in the construction industry. Our HSE Management System is based on the "Plan, Do, Check, Act" model, that allows us to assess and continually improve our practices over time. During the year, we worked upon few key strategic initiatives to enhance & improve our HSE practices. With a total of 193.14 million man-hours worked, our safety practices have resulted in a low injury rate of 0.04.

Our strategic HSE initiatives serve as an important driver to foster our HSE sustainable framework. These are specific programmes focused on priority business practices and strong internal or external communication activities.



- Leadership Commitment : Visible Felt Leadership**
 - Felt leadership training & root cause analysis training imparted to project managers, RCMs, front line Engineers /supervisors.
- HSE Capability Enhancement of business leaders & Safety Team⁵⁹**
 - Conducted IoSh level 2 Training – Managing Safety training across all SBGs covering 122 RCM/PMs and 76 Safety Leads.
 - Conducted IoSh level 3 Training – Certification in health & Safety for Business covering 31 Safety leads.
 - Conducted Behaviour Based Trainings - Organized 12 sessions & trained 377 people across 3 SBGs.
 - Conducted Lead Auditor Training for ISO 45001:2018– Certification in Health & Safety for internal auditors covering 11 audit team members.
- Upgradation of HSE Management Systems**
 - Developed Master HIRA covering 22 high-risk activities and guided site safety team to develop & implement site specific HIRA.



⁶⁰ Recognizing that leadership is the key driver of safe operations, our corporate leaders have identified and adopted sites to drive a cultural change and help us achieve our goal of everyone's safety and well-being. It involves leaders monitoring and spending time at site engaging with employees and contractors on how we can enhance our safety processes and observing at-risk activities. This leadership engagement also focuses on improving in-field verification of material and fatal risks. The site safety committees with equal participation from TPL employees and contractual workforce develops, implements, and evaluates the occupational health and safety management system, under the able guidance of Project Head. All the employees at our sites are encouraged to provide their inputs on safety management and reporting unsafe incidents.

Our APEX Safety committee is composed of senior-level executives representing all business units, and is responsible for overall HSE governance, as well as for leading and driving enterprise wide excellence in HSE management and performance. Respective SBG heads review the safety performance of the business on monthly basis, SBU Heads & Head ops review safety performance on weekly basis. Although we thrive to achieve Zero Fatality at our sites and offices, it is unfortunate that during FY 2018-19, we had 3 fatalities across our sites. Fall of Material, Vehicle Reversing are two causes for these fatalities.

Description ⁶¹	FY 2017-18	FY 2018-19
Total Safe Man-hours (in million)	152.04	192.64
Fatal Cases (in Numbers)	3	3
Lost Time Injury (in Numbers)	8	6
Medical Treatment Injury (in Numbers)	44	24
First-aid Cases (in Numbers)	4,013	4,711
Near Misses (in Numbers)	76,993	1,023
Lost Manhours (in Million Manhours)	1.83	0.50

Steps undertaken towards prevention



- ✓ Ensuring safe execution methodology & enhanced supervision.
- ✓ Specific action towards arrest of fall of material is addressed (tie tags for hand tools, tool kits/bags)
- ✓ Restricted manual lifting/lowering and replaced with mechanized lifting arrangement.
- ✓ Established a mandate for vehicles entering at site to be equipped with auto reverse horn, reverse camera & proximity sensor.
- ✓ Ensuring unidirectional movement of vehicles at site.
- ✓ Updated facility management guidelines in which vehicles that are more than 5 years old shall not be used at sites & this is being effectively implemented even to sub-contractor vehicles.
- ✓ Vehicles are thoroughly checked by P&M team and tagging system is practiced before entering at site. (Green tag is issued by site fleet head if the vehicle is found fit to carry out operation)
- ✓ Ensuring employee engagement in workplace safety by involving them in reporting & correcting unsafe conditions.

Our initiatives enabled us to achieve an Accident Severity Rate of 120 as against target of 150 and Accident Frequency Rate of 0.065 against target of 0.090 for total of 193.14 million manhours worked.

Few safety initiatives we have undertaken across Tata Projects are:

- ✓ Initiated a Mandatory 3 day QSHE Induction training program to all new workforce entering our sites.
- ✓ QSHE content comprise a basic awareness on the expectations, training on the key elements of our QMS & SHEMS, Dos and Don'ts.
- ✓ New SHE policies – Developed & implemented new EHS Policies to improve the controls e.g. Site Layout, workmen grading, Subcontractor performance evaluation (Lead & Lag Indicators).
- ✓ Zero Tolerance Policy for Critical activities - Developed & Implemented ZETO Policy. Compliance to policy is being monitored.
- ✓ Institutionalized & established EHS Internal Audits - 9 EHS Audits EVERY MONTH by a specially formed team.
- ✓ Special Safety re-enforcement drive (Seniors from RO / HO visiting sites for re-enforcement of safe work culture and RCMs taking daily morning round without fail along with the team).

We have also provided additional health services for the wellbeing of our employees⁶²

- Conducted health check-up & blood donation camps
- Pre-employment medical check-up
- Tie-up with local hospitals & Weekly visit by doctors
- Deployed male nurse and ambulance at all sites
- Awareness campaigns on AIDS, Dengue, Malaria, and Tobacco – harmful effects
- Eye check-ups for operators & drivers

⁵⁸GRI 403-3 - occupational health services

⁵⁹GRI 403-5 - Worker training on occupational health and safety

⁶⁰GRI 403-4 - Worker participation consultation and communication on occupational health and safety

⁶¹GRI 403-9 - Work-related injuries

⁶²GRI 403-6 - Promotion of worker health

Best Contractor Safety Award for Bhilai Project - SBG (Industrial Systems)

BHILAI Water Package project was awarded the Best contractor safety award from Steel Authority of India Limited at Bhilai Steel Plant.

The recognition has been awarded based on multiple assessments conducted by SAIL-BSP especially on Tata Projects' safety culture, compliance, safety awareness, campaigning and various events organized throughout the year. Tata Projects has successfully achieved 1.2 Million safe man hours till December-2018.



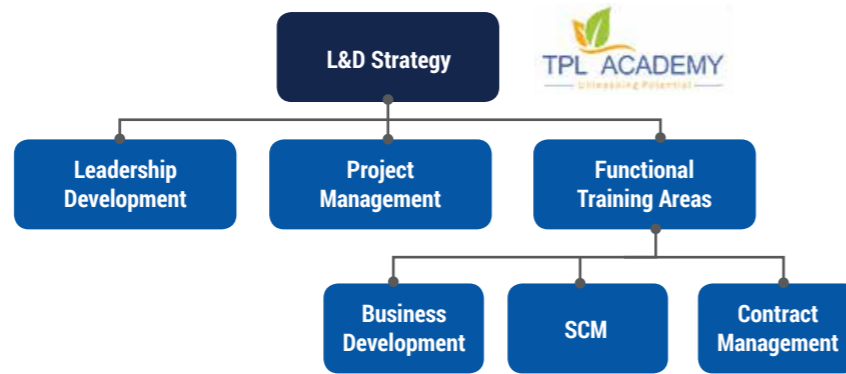
Employee Training and Development

We realize that to retain highly skilled, competent and motivated employees, we have to offer them opportunities to improve their skills and maximize their potential. Our Learning & Development (L&D) strategy has been formulated to ensure employee growth goals are achieved along with our business goals.

Our L&D strategy also has a strong focus on enhancing the technical execution capabilities of our workforce.

We support and encourage employees' continuous learning by offering job-specific, classroom training, online training, reimbursement towards higher education and training on skill development.

agency. Based on the outcome of this assessment, we formulate 'Individual Development Plans' and training initiatives. Going forward, the focus is also going to be around rolling out a certified project managers and customized leadership development program, designed and delivered by IIM-Kolkata.⁶³



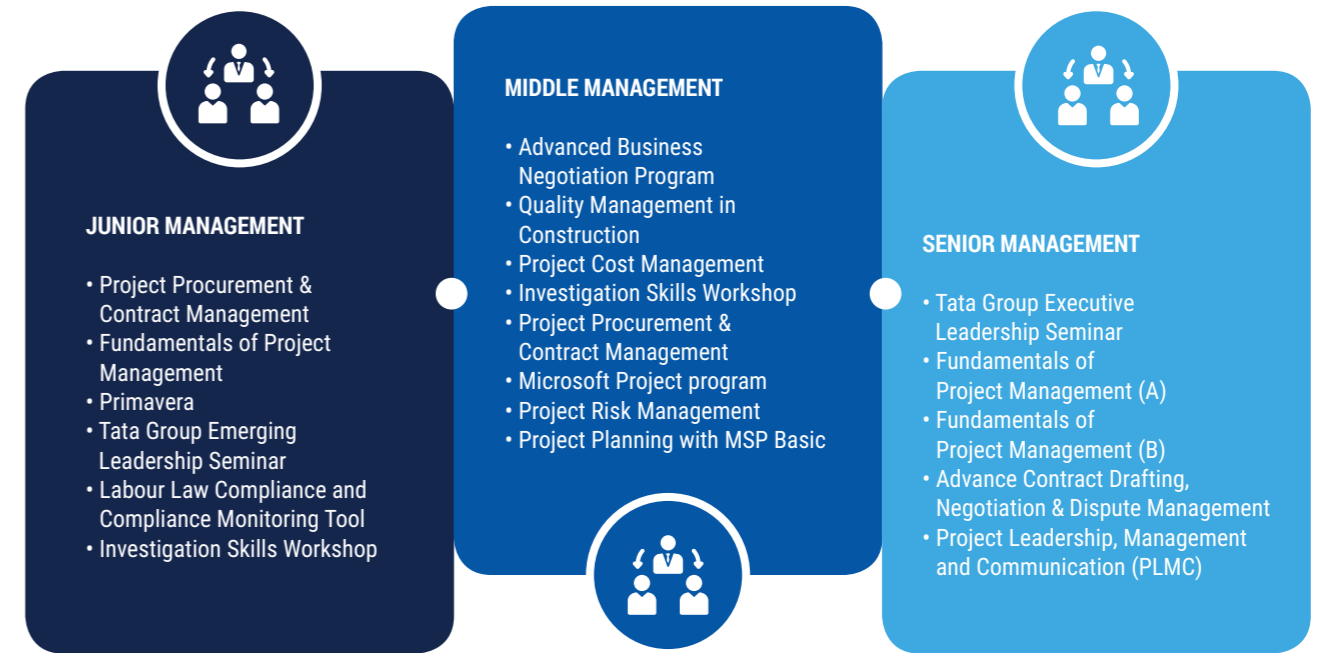
Functional heads and line managers along with the human resource team share the responsibility of identifying training needs of employees. Our annual performance appraisal offers the opportunity for employees and line managers to identify training gaps and needs.

Our training programmes are based on job description and are identified for each level. We provide a combination of on-the-job training, classroom training, and specialized skill development training under our in-house – "TPL Academy". Our in-house faculty are experienced in developing effective learning programmes designing the technical and leadership training curricula. We focus on providing an open learning environment where employees can discuss and debate on topics. We also intend to conduct assessment of our critical performers covered under our Recognition and Retention Plan (RRP) and impart Leadership training through an external

In FY 2018-19, average training⁶⁴ hours were 1188. Male employees' average hours of training were 1360, while female employees' average hours of training were 9412. During the FY 2018-19, 4698 employees attended the various training programmes conducted by the learning and development department. During the reporting period, the L&D team designed and rolled out new training modules for leadership development, project management and functional area development. The team is also restructuring the training data calculation methodologies. With the standardization of training man-days calculation and having a robust system in place to capture all the training related data at corporate office and project sites, we will be better positioned to present our performance in the forthcoming reports.

The employees who face retirement are also provided with able support in their transition from work to retirement, including counselling on transition to a non-working life, financial management, etc.

The underlisted set of trainings are provided for upgrading our employee's skills⁶⁵.



Talent Acquisition and Retention

We have been creating a large and diverse talent pool of Engineering and Diploma graduates. During the FY 2018-19, close to 237 trainees from various campuses were inducted into Tata Projects, of which approximately 30% were female.

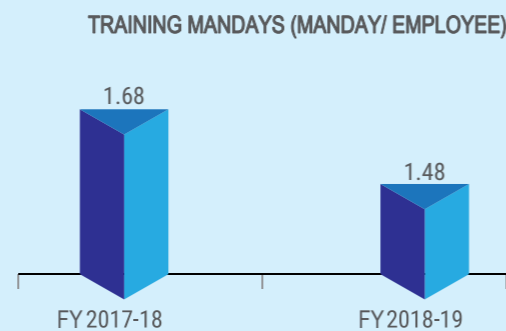
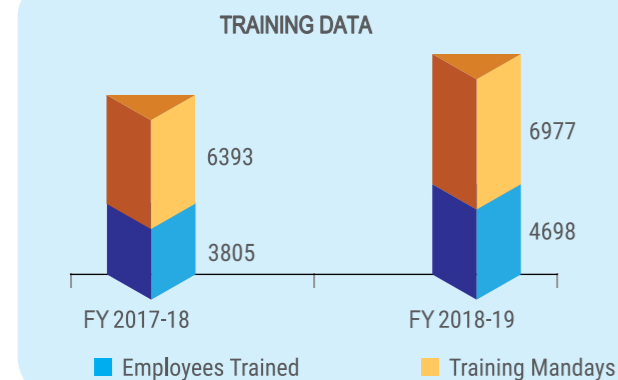
In order to attract and retain our employees, we have introduced policy level changes. For our women professionals, we introduced a work from home option and home drop facility during late

working hours. We also organise town hall meetings with our employees to understand their concerns, expectations and further help in addressing them promptly. We also focus on gender diversity and are determined in our efforts to retain talented professionals.⁶⁶

In 2018-19, a total of 1779 new employees joined our organization, comprising 1655 males and 122 females. The rate of new hires increased by 49% compared to FY 2017-18. 648 employees exited our organization, we strive to ensure fair and merit-based performance evaluation and compensation to increase engagement and satisfaction of our employees.

Total Employee (On Rolls) New hires in FY 2018-19⁶⁷

Employee category	UoM	As on 31.03.2019						
		<30 years	30-50 years	>50 years	Male	Female	Local	Non-local
Top Management	Nos	0	2	2	4	0	4	0
Senior Management	Nos	0	28	23	50	1	51	0
Middle Management	Nos	10	231	24	259	6	264	1
Junior Management	Nos	435	485	2	831	91	920	2
Executives on Contract	Nos	97	130	10	235	2	231	6
Associates	Nos	220	78	2	276	24	297	3
Total	Nos	762	954	63	1655	124	1767	12



⁶³GRI 103-2 - Management approach 2016

⁶⁴GRI 404-1 - Average hours of training per year per employee

⁶⁵GRI 404-2 - Programs for upgrading employee skills and transition assistance programs

⁶⁶GRI 103-2 - Management approach 2016

⁶⁷GRI 401-1 - New employee hires and employee turnover

Total Employee (On Rolls) Turnover in FY 2018-19								
Employee category	UoM	As on 31.03.2019						
		<30 years	30-50 years	>50 years	Male	Female	Local	Non- local
Top Management	Nos	0	0	3	3	0	3	0
Senior Management	Nos	0	9	18	27	0	27	0
Middle Management	Nos	1	90	20	109	2	111	0
Junior Management	Nos	105	189	5	283	16	294	5
Executives on Contract	Nos	25	56	11	92	0	88	4
Associates	Nos	68	67	7	140	2	141	1
Total	Nos	199	411	64	654	20	664	10

We continue to include employees in our Recognition and Retention Programme [RRP] which rewards long-term continuity and superior performance. In FY 2018-19, 117 employees were included in the plan. We revise the plan annually to make it more attractive and also extend its coverage to more employees.

Our attrition percentage continues to be lower than the industry average. All our initiatives have helped lower employee attrition from 12.20% to 11.7%, including attrition at entry level from 16.00 % to 14.40%. We have revisited many of the HR policies- change in working days / working hours, leave policy, PMS policy, work from home policy and made necessary changes to ensure that they are in line with emerging trends and best practices in the industry.

Employee Category	Workforce Turnover 2017-18 (%)	Workforce Turnover 2018-19 (%)
Senior Management	8.6	12.1
Middle Management	11.5	11.6
Junior Management	12.5	12.3
Executive on Contract and Associates	12.6	10.7



Labour Availability and Management

With assistance from our CSR arm we have identified and trained deserving men and women from rural and backward regions of the country, offering them employment opportunities which builds the critical talent pool that the construction industry needs. Under the National Employment Enhancement Mission (NEEM), we are planning to train under-privileged men and women at our project sites.

We continuously strive to provide better quality of accommodation, food and transport for our labour at our project sites and establish long-term relationship with them. We also ensure that our workforce is informed minimum 30-45 days in advance for any movement orders i.e. movement from one site to another and in case of organisational restructuring, the information is released to relevant stakeholder groups after management decision.

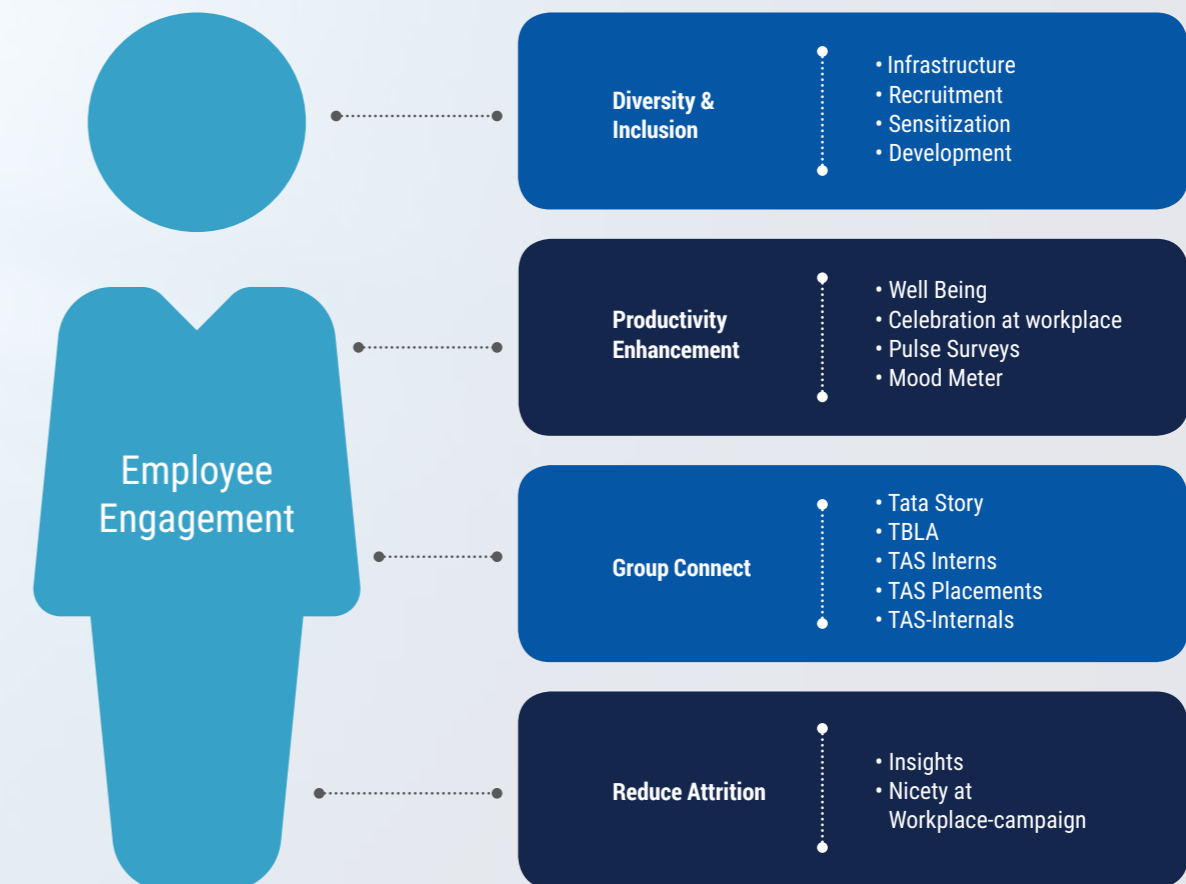
Employee Engagement

To enable employees maintain a healthy work life balance, we regularly engage with them through surveys, emails, events, town-hall meetings, trainings, rewards and recognition programs and workplace activities. Discussions are held on various topics

such as wages, allowances, health and safety and financial parameters.

We conducted our employee engagement survey during FY 2017-18 wherein 94% of our employees participated in the survey and we attained an engagement score of 84%. Our employee engagement model is illustrated below.

Annual events such as Tata Sustainability Month (TSM) and World Environment Day are being organized and celebrated across Tata Projects. Through these initiatives, we aim to build an understanding on the importance of sustainability to Tata Projects and to demonstrate how project sites can make sustainable impact.





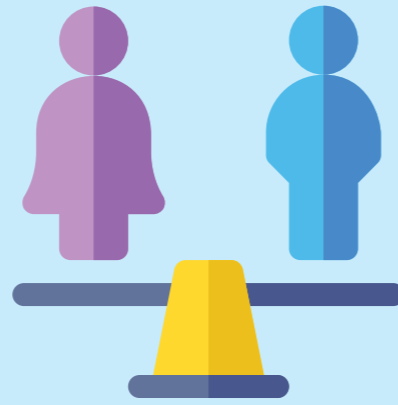
Performance Management

A robust, unbiased and transparent appraisal process has been set up for all our employees. We follow an annual Performance Management System (PMS) review cycle where every employee undergoes a multi-level performance evaluation, and goals are set which are aligned to the organisation's strategy in the beginning of the financial year. As part of our performance development, we have several Reward and Recognition schemes for our employees.

Protecting Human Rights⁶⁸

As a globally recognized EPC company, Tata Projects respects human rights guidelines of various international organizations, such as Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, ILO Convention and applicable local laws covering the Factories Act 1948, Building and Other Construction Workers (Regulation of Employment and conditions of Service) Act 1996, Central Rules 1998, Industrial Disputes Act 1947 and amendments thereof.

Through our Tata Code of Conduct we nurture the values of prohibition of forced or child labour, humanitarian treatment, fair performance evaluation and compensation, and non-discrimination based on nationality, race, gender, or religion. We conduct awareness session on Code of Conduct for all our employees. We strive to protect human rights of various stakeholders by operating systems where any stakeholder can report human rights



violation cases. In addition, we encourage hiring by global offices to localize our operations, which can reinforce our overseas operational capabilities, and at the same time, we are fostering female talents to help build a corporate culture where individuals can realize their full potential without discrimination. None of our employees are covered by collective bargaining agreements⁶⁹. During FY 2018-19, there have been no significant fines or non-monetary sanctions or cases of non-compliance pertaining to human rights or labor practices.



**CREATING
A POSITIVE
CHANGE**

⁶⁸GRI 103-2 - Management approach 2016
⁶⁹GRI 102-41 - Collective bargaining agreements

With our project sites spread across the country, mostly in rural areas with a sizeable population living below the poverty line; Tata Projects realized the need to support communities through a diverse range of CSR initiatives, focussing on provision of safe drinking water, skill empowerment and education. Giving shape to our intent, Tata Projects has been guided by a roadmap, since 2007, towards undertaking specific programs on Water and Sanitation, Skill Training and Education. Committed to its social responsibility, Tata Projects has maintained a special focus on

affirmative action communities by providing skill development and safe drinking water through social entrepreneurship models and education support to the needy children. For us, community care is not just complying with the mandated Corporate Social Responsibility (CSR) rules but is about creating an ecosystem with synergistic opportunities. Our initiatives are focussed on delivering long-term positive value for our communities, including addressing social problems and build a forum for sustainable development.⁷⁰

We collaborate with Government Institutes, NGOs and other stakeholders to help strengthen our efforts. While we empower the community by providing the right skills, knowledge and tools, they in turn become an external support system for our business and to the community. We have adopted a well-established CSR policy as per the schedule VII of the Companies Act 2013 and implemented our activities through the Tata Projects Community Development Trust (TPCDT). Please refer to our CSR policy at <https://www.tataprojects.com/images/download-files/CSRPoly.pdf>.

CSR Committee consists of the following Board members

S.No	Name of the Person	Designation
1	Mrs. Neera Saggi	Chairperson
2	Mr. Samir Kumar Barua	Director
3	Mr. Vinayak K Deshpande	Managing Director and Member

Through our need based interventions, we aim to bring a positive change by educating, skilling and providing people the necessary infrastructure thereby making them self-sufficient leading to an improvement in their lifestyle and health standards.



In addition to these activities, TPCDT also manages relief operations for people affected by natural calamities in partnership with public and private institutions and also provided safe drinking water for the disaster affected community through mobile RO units in partnership with Tata Trust. During the FY 2018-19, the total CSR expenditure towards implementing social activities was INR 3.85 Crore, a 22% increase from last year.

VISION

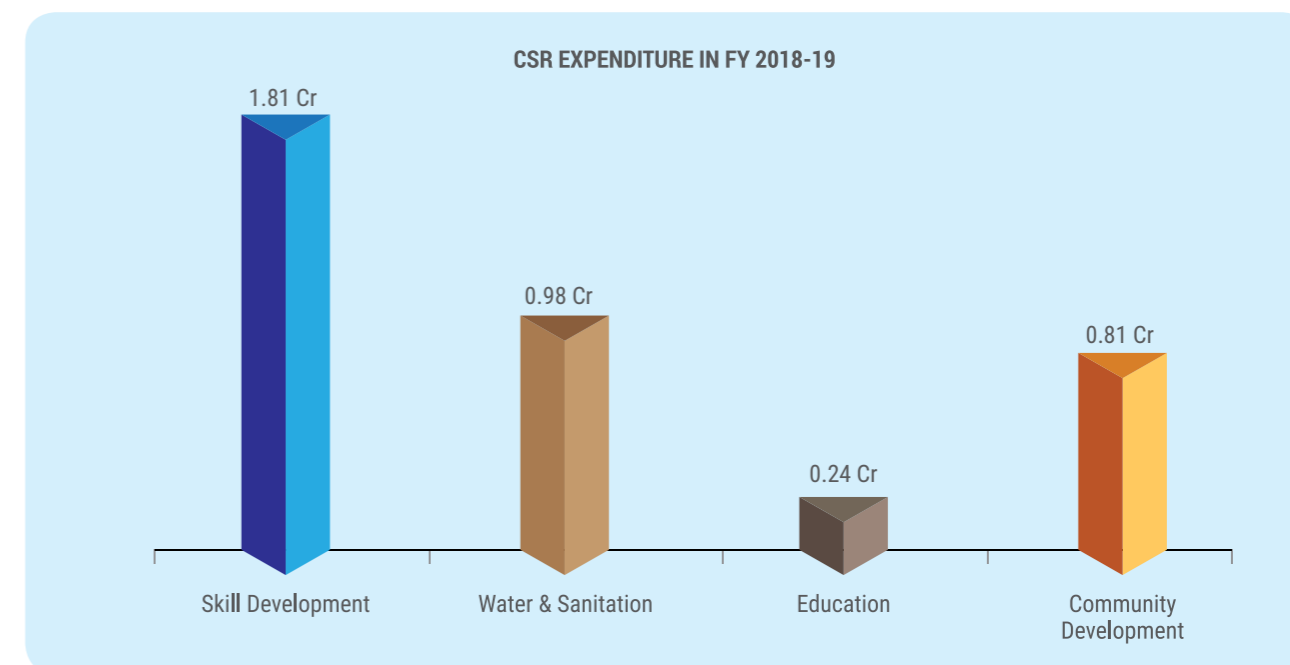
To touch the lives of the underprivileged and Affirmative Action Community

OBJECTIVE

To empower and improve the quality of lives of the community, the underprivileged in general and the Affirmative Action Community in particular

CORE OF OUR BUSINESS

Facilitate a scalable & self-sustainable operating model for bottom of pyramid, school dropout youth, women and Affirmative Action Communities



Aligning CSR Focus Areas with our business strategy⁷¹

The CSR focus areas are clearly aligned to our organization's business strategy. Rationale of prioritizing Employability: Our business is skill dependent and requires large pool of skilled labour as we see a high potential business growth. With continued impetus on employability, we are certain of providing sustainable livelihood opportunities to the under privileged community, in a reasonably shorter gestation period. Rational for prioritizing Entrepreneurship: Considering the nature of our business, there are potential prospects of linking employability and entrepreneurship. We believe if the under privileged youth are trained and skilled in the right direction, they may become the social entrepreneurs and stand a chance of associating with us as contractors or sub-contractors, particularly with reference to the water business.

Focus Area	Goal	Output	Impact
Skill Development	Provide employment opportunities to less privileged youth by developing skills	<ul style="list-style-type: none"> Skilled manpower Income growth and improved standard of living Availability of skilled manpower to Tata projects and other industries nearby Trained 3060 youths 	<ul style="list-style-type: none"> Increase in the livelihood of the candidate Improved living conditions and change in the social status Skilled manpower available locally Trigger in the local economy
Water & Sanitation	Provide safe drinking water and develop social entrepreneurs in water space	<ul style="list-style-type: none"> Development of social entrepreneurs which will create income generation opportunities Installing Water Treatment/ Purification plant that provides safe drinking water Access to safe drinking water Community awareness on good hygiene and sanitation practices Meeting the community water needs in sustainable and equitable manner 12.09 Lakh beneficiaries received access to safe drinking water 	<ul style="list-style-type: none"> Improvement in economic conditions of individuals and their families and communities Behaviour change of the community towards clean sanitation and hygiene Reduced waterborne diseases and medical expenditure Improved school attendance of children
Education	Quality education to underprivileged children	<ul style="list-style-type: none"> Improvement in school infrastructure Reduction of drop outs in children 3664 children impacted through multiple interventions 	<ul style="list-style-type: none"> Higher attendance Improved teaching and learning practices Help in building confidence levels in students

⁷⁰GRI 103-2 - Management approach 2016

⁷¹GRI 413-1 - Operations with local community engagement, impact assessments, and development programs



Water and sanitation

The objective is to provide safe drinking water through a social entrepreneurship model for local long-term sustenance in water space and create awareness on clean sanitation.

- Around 12.09 lakh locals benefitted from our safe drinking water initiative. We established 94 RO plants at across various locations covering the states of Andhra Pradesh, Tamil Nadu, Maharashtra and Odisha.
- We have been successful in creating awareness on health, water and clean sanitation in 377 locations impacting around 9.17 lakh local community members.
- We also support the local community in developing kitchen gardens for growing different vegetables; we provide the required water by connecting the treated reject water of our RO Plants to these kitchen gardens, across 11 locations.



Education

The key objective of our educational initiatives is to improve the lives of the children by empowering them with quality education which will help them understand the world better and to achieve their potential. We trust our education related initiatives will eventually reduce the number of school dropouts and increase the enrolments. These programs benefited 3664 government school children from 30 schools through various educational interventions:

- Provision of education kits, mentoring, counselling and additional coaching by Tata Projects volunteers to the students in need.
- Introduction of Digital Class Rooms in schools for a better teaching-learning experience.
- Additional teachers provided for imparting quality education.
- Adopted 64 students under Affirmative Action to support till graduation through various interventions.
- Chairman's scholarship provided to students scoring the highest in 10th standard, especially those adopted under Affirmative Action. The scholarships will help these students continue their education until the completion of graduation.
- Provides FAEA (Tata Group) scholarships to 5 (Five) students to study engineering.

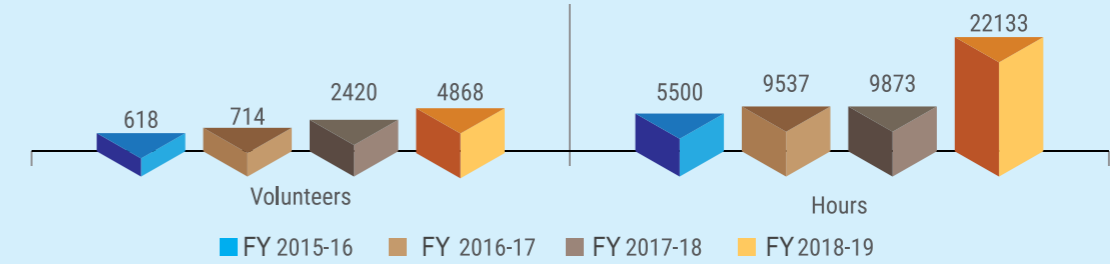


Skill Development

The objective of our Skill Development initiative is to support the National Agenda of Skill Development and help industries move to a virtuous circle of higher productivity, employment, income growth and development of the underprivileged. We have touched the lives of 3060 Youth and Women in skilling and Entrepreneurship Development trainings of which 2761 were dalits and tribal and 299 were from other category.

- Trained 2847 youth on construction relevant trades such as Bar Bending, Form Work Carpentry, Tower erection and Welding at 5 centres; 3 centres are in Odisha (Rayagada, Jajpur and Sundergarh) and 2 centres in Andhra Pradesh (Srikakulam and Visakhapatnam). The training facilitated 90% placement, of which 90% youth are from tribal and dalit community.
- Total 1790 youth have been placed with Sub Contractors at various Tata Projects project sites and another 198 are in the process of placement.
- All the 600 youth trained on vocational skills have received job placement.
- 259 RO technicians trained at Hyderabad and placed in various locations as technicians.
- 213 candidates from dalit and tribal communities were part of Entrepreneurship Development Program at Nasik, Krishnapatnam and Rajahmundry.

EMPLOYEE VOLUNTEERS



Employee Volunteering

Volunteering is a key strategic commitment for our employees, because it offers both personal development for our people and is at the heart of how we create community legacies. In the reporting period, we had over 4,800 volunteers contributing 22,100+ hours to support local communities.

Affirmative Action

The Tata Group since its inception has actively promoted community development initiatives and it strives to ensure opportunities and equality for the socially and economically marginalized communities including the Scheduled Castes and Scheduled Tribes (SC/ST). In line with the same, we launched the Affirmative Action (AA) plan through which we undertake specific programmes towards ensuring availability of safe drinking water, providing skill trainings and education support. The AA is integrated within our CSR programme to ensure its sustainability, review and guidance from the leadership of the Company. The Board, Managing Director and Senior Leaders are well engaged with the AA vision and goals of the Company. The Affirmative Action activities are monitored on a quarterly basis and reviewed regularly by our CSR Head. The Board reviews the AA strategy and performance of the Company once in a year. The AA committee is headed by the Managing Director who reviews it on half yearly basis. During the review, all aspects of the AA plan including but not limited to, strategy formulation, budget utilisation, livelihood creation, AA vendor development and academic excellence, are reviewed. The AA strategy is aligned and integrated with the business strategy of the Company and has been developed considering the inputs received from various stakeholder mapping and need assessment surveys conducted by the Company.



CASE STUDIES:



Disaster Relief at Thanavoor (Tamil Nadu):

It all began in early 2004 when the Company was developing a mobile desalination unit for deployment, in the state of Tamil Nadu. When the unit was ready for commissioning by the end of the year, India's southern coastline was struck by a devastating Tsunami. Tata Projects volunteered towards ensuring potable water access to the people of Nagapattinam. As it turned out, the initiative drew immediate recognition and the State Government requested Tata Projects to extend the service to other parts of the state that were in dire need of potable water. The unit then sprung into an expansion mode, reaching out far and wide, and by the time normalcy returned, we had covered over 138 villages and reached out to Millions of people, fulfilling their basic need and right to access to safe drinking water.

Additionally, for supervising the construction work in the rehabilitation colony, being developed by Tata Relief Committee, four engineers from Tata Projects were deployed. The company took pride in offering its services towards providing relief in the aftermath of the Tsunami, without any remuneration. It has turned out to be our biggest CSR project till date. Our effort was later lauded by many, through accolades and awards.



Restoration at Pamba River (Kerala):

In August 2018, Sabarimala (Kerala) was hit by heavy rains and strong coastal winds, which put in peril the lives of thousands of pilgrims trekking to the Lord Ayyappa temple, near the Pamba River and the traditional forest foot path of Erumalai- Karimala and Sathram Pulmedu. Tata Projects in partnership with TSG undertook the task of restoring the damaged areas and executed the following restoration activities:

- Removal of debris
- Desilting of the upstream river bed of the rivers Pampa and Kakki
- Desilting of the downstream river bed of the river Triveni
- Excavation of Deposited Silt / Pebbles on the Left Bank of the Pamba river
- Excavation of Deposited Silt / Pebbles on the Right Bank of the bathing ghat
- Repair and Restoration of bathing ghat steps
- Checking the strength and safety of the Triveni bridge and the foot bridge
- Providing temporary barricading support
- Nadapandal shed
- Road protection and repair
- Providing embankment protection with sand filled bags
- Inside cleaning of toilet blocks, hospital and other buildings
- Setting up of new facilities at Nilakkal
 - o Pilgrim Shed – 5 numbers
 - o Police Bunk – 30 numbers
 - o Office bunks for Kerala State Road Transport Corporation (KSRTC)
 - o Toilets – 25 numbers
 - o RO plants – 25 numbers
 - o Parking areas
 - o Dining hall of 300sqm area

The major challenge in the area was access and availability of safe drinking water to the general public. Tata Projects deployed 3 RO Mobile units to provide safe drinking water; around 1.26 Lakh residents had access to the safe drinking water facility in a span of 21 days. 10 volunteers were involved in supporting the relief activities.



TATA PROJECTS
Simplify.Create



TATA PROJECTS AFFIRMATIVE ACTION FOR SCHEDULED CASTE AND SCHEDULED TRIBE (SC/ST) COMMUNITIES

"Tata Projects Limited" believes in social equity.

The company adheres to the principle of equal opportunity, irrespective of caste, whether in recruitment or career advancement within the organisation or with Vendor Community.

The company is also committed to directly conducting or supporting initiatives to ensure an equal footing for socially and economically disadvantaged sections in the country at large, and specifically the Scheduled Caste and Scheduled Tribe communities.

Towards the ultimate goal of enhancing their employability and entrepreneurship abilities, Tata Projects Limited is committed to creating and promoting access to quality education and technical skills and competencies for members of the SC/ST communities. Further, to speedily enable these communities overcome the social discrimination that has prevented them from realizing their potential as productive members of society, Tata projects Limited will assist members from these communities for employment opportunities and as business associates, provided everything else (merit for employment; cost and quality for business associates) is equal."

miyak
Managing Director

ASSURANCE STATEMENT⁷²



INDEPENDENT ASSURANCE STATEMENT

Introduction and objectives of work

BUREAU VERITAS has been engaged by Tata Projects Limited (hereinafter abbreviated "TPL") to conduct an independent assurance of its Sustainability Report for the year 2018-19. This Assurance Statement applies to the related information included within the scope of work described below.

This information and its presentation in the Sustainability Report 2018-19 are the sole responsibility of the management of TPL. Bureau Veritas was not involved in the drafting of the Report. Our sole responsibility was to provide independent assurance on its content.

Scope of work

The scope of work included:

- Data and information included in Sustainability Report 2018-19 for the reporting period 1st April 2018 to 31st March 2019;
- Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyse and review the information reported;
- Evaluation of the Report against the principles of Accuracy, Balance, Clarity, Comparability, Reliability, Timeliness, Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness as defined in the GRI Standard "In accordance - Core";

Approach

As part of its independent assurance, Bureau Veritas undertook the following activities:

1. Visited selected sites of different Strategic Business Groups (SBGs) of TPL and their Registered Office in Hyderabad and interviewed senior management and functional heads. The assurance process involved carrying out an audit by experienced assessors from Bureau Veritas. These assessors visited some of the locations. We interviewed Regional Construction Manager, Safety, Human Resource, Sustainability Team and other personnel at various construction sites, Registered Office and Corporate office.
2. TPL had submitted performance data on reported GRI topics. The data pertaining to each location visited was audited by Bureau Veritas through the process above described.
3. The data was audited on a sampling basis. Data on various GRI sustainability topics was verified for the locations that were visited. Later, it was confirmed that the same verified data went into preparation of the final data within the Sustainability Report 2018-19.
4. Bureau Veritas reviewed stakeholder engagement activities that had been undertaken by TPL and the Stakeholder Engagement process was reviewed. Evidence of the stakeholder engagement activities was reviewed to confirm how aspects material to TPL stakeholders had been determined.

Our work was conducted against Bureau Veritas' standard procedures and guidelines for external Assurance of Sustainability Reports, based on current best practice in independent assurance.

Assurance Criteria

The assurance process conducted by us was based on ISAE 3000 as well as Bureau Veritas' internal procedures with 'Limited' level of Assurance.

Our findings

On the basis of our methodology and the activities described above, it is our opinion that:

- Nothing has come to our attention to indicate that the reviewed statements within the scope of our verification are inaccurate and the information included therein is not fairly stated;
- It is our opinion that TPL has established appropriate systems for the collection, aggregation and analysis of quantitative data such as Environmental, Health & Safety and Human Resources, Labour & Community interventions as well as materials utilized data.

Evaluation against Global Reporting Initiative (GRI) Standard

Bureau Veritas undertook an evaluation of TPL Sustainability Report 2018-19 against the GRI Standards. This included cross checking the GRI index table against all the reference documents to provide an opinion on the self-declared GRI reporting option.

Based on our work, it is our opinion that the Sustainability Report 2018-19 has been prepared in accordance with the GRI Standards including appropriate consideration of the reporting principles and necessary disclosures to meet the requirements of GRI Standard Option "In accordance- Core".

Limitations and Exclusions

Excluded from the scope of our work is any assurance of information relating to:

- Activities outside the defined assurance period stated hereinabove;
- Positional statements (expressions of opinion, belief, aim or future intention) by TPL and statements of future commitment;
- Competitive claims such as "first in India", "first in the industry", "first of its kind" or such other claims appearing in the Sustainability Report 2018-19;
- Our assurance does not extend to the activities and operations of TPL outside of the scope and geographical boundaries mentioned in the report as well as the operations undertaken by any other entity that may be associated with or have a business relationship with TPL;
- Our assurance of the economic and financial performance data of TPL is based only on the audited annual reports of TPL and our conclusions in respect of the same rely entirely upon that audited report;
- Our assurance is only against requirements as stipulated in GRI standard and not against requirements of any other sustainability standard, framework or guidelines.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist within the Report.

Statement of independence and impartiality

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 180 years history in providing independent assurance services.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day to day business activities. We are particularly vigilant in the prevention of conflicts of interest.

Competence

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health & safety information, systems and processes an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

Bureau Veritas (India) Private Limited

Address: 72 Business Park, 9th Floor, MIDC Cross Road 'C', Andheri (East), Mumbai- 400 093 India

Munji Rama Mohan Rao
Lead Assurer

Sanjay Patankar
Technical Reviewer
Manager- Sustainability & Climate Change

Date: 03.02.2020

⁷³GRI 102-56 - External Assurance , GRI 103-3 - Management approach 2016

GRI CONTENT INDEX

GRI Content Index⁷³



For the GRI Content Index Service, GRI Services reviewed that the GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

GRI Standard	Disclosure	Reference/ Page Number/ Direct Answer	Omissions
GRI 101: Foundation 2016 (GRI 101 does not include any disclosures)			
General Disclosures			
GRI 102: General disclosures 2016	Organizational profile		
	102-1 Name of the organization	13	
	102-2 Activities, brands, products, and services	13	
	102-3 Location of headquarters	13	
	102-4 Locations of operations	13	
	102-5 Ownership and legal form	13	
	102-6 Markets served	13	
	102-7 Scale of the organization	13,52	
	102-8 Information on employees and other workers	52-53	
	102-9 Supply Chain	42	
	102-10 Significant changes to the organization and its supply chain	27, 42	
	102-11 Precautionary Principle or approach	30	
	102-12 External initiatives	42	
	102-13 Membership of associations	13	
	Strategy		
	102-14 Statement from senior decision-maker	9	
	Ethics and Integrity		
	102-16 Values, principles, standards, and norms of behavior	16	
	Governance		
	102-18 Governance structure	29	
	Stakeholder Engagement		
	102-40 List of stakeholder groups	34	
	102-41 Collective bargaining agreements	60	
	102-42 Identifying and selecting stakeholders	34	
102-43 Approach to stakeholder engagement	34		
102-44 Key topics and concerns raised	34, 36		
Reporting Practice			
102-45 Entities included in the consolidated financial statements	5		
102-46 Defining report content and topic Boundaries	5		
102-47 List of material topics	36		
102-48 Restatements of information	50		

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	102-49 Changes in reporting	5	
	102-50 Reporting period	5	
	102-51 Date of most recent report	5	
	102-52 Reporting cycle	4	
	102-53 Contact point for questions regarding the report	5	
	102-54 Claims of reporting in accordance with the GRI Standards	4	
	102-55 GRI content index	71	
	102-56 External assurance	68	
Material Topics			
Economic performance			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	40	
	103-3 Evaluation of the management approach	68	
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	40	
Risk management and sound governance			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	29	
	103-3 Evaluation of the management approach	68	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	32	
Material management			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	44	
	103-3 Evaluation of the management approach	68	
GRI 301: Materials 2016	301-1 Materials used by weight or volume	45	
Energy management			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	47	
	103-3 Evaluation of the management approach	68	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	48	
Water management			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	49	
	103-3 Evaluation of the management approach	68	
GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource	49	
	303-2 Management of water discharge related impacts	49	
	303-3 Water withdrawal	50	

Emissions			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	48	
	103-3 Evaluation of the management approach	68	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	48	
Waste management			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	48	
	103-3 Evaluation of the management approach	68	
GRI 306: Effluents and waste 2016	306-2 Waste by type and disposal method	48	
Labor availability			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	57	
	103-3 Evaluation of the management approach	68	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	57	
Health and safety			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	53	
	103-3 Evaluation of the management approach	68	
GRI 403: Occupational health and safety 2018	403-1 Occupational Health and Safety management system	53	
	403-2 Hazard identification, risk assessment, and incident investigation	53	
	403-3 Occupational health services	54	
	403-4 Worker participation, consultation, and communication on occupational health and safety	55	
	403-5 Worker training on occupational health and safety	54	
	403-6 Promotion of worker health	55	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53	
	403-9 Work-related injuries	55	Information Unavailable
			Due to the nature of project and continuous rotation of workers, we are unable to segregate number of hours worked by our contract workers. We are in the process of establishing site specific working hours record management for contract workers. This information will be made available by FY 2022.

Employee training and development			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	56	
	103-3 Evaluation of the management approach	68	
GRI 404: Training and education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	57	
Protection of human rights*			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	60	
	103-3 Evaluation of the management approach	68	
Relationship with community			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	37	
	103-2 The management approach & its components	62	
	103-3 Evaluation of the management approach	68	
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	63	

*Non GRI Topic

ABBREVIATIONS

AA	Affirmative Action	LED	Light-emitting diode
ACC	Autoclaved aerated concrete	LOTO	Lock out Tag out
AEC	Apex Ethics Council	LPG	Liquefied petroleum gas
AIMMS	All India Institute of Medical Science	MD	Managing Director
APEWIDC	Andhra Pradesh Education Welfare and Infrastructure Development Corporation	MIS	Management Information System
APPDCL	Andhra Pradesh Power Development Company Limited	MIT	Massachusetts Institute of Technology
AV	Audiovisual	MT	Metric Tons
BIM	Building Information Modeling	MTPA	Million Tons per annum
BOQ	Bill of Quantities	NCVT	National Council on Vocational Training
C&D	Construction & Demolition	NEEM	National Employment Enhancement Mission
CAT	Categories	NGO	Non-Government Organisation
CEC	Chief Ethics Counsellor	NMDC	National Mineral Development Corporation
CIDC	Construction Industry Development Council	NPCIL	Nuclear Power Corporation of India Limited
CII	Conference of Indian Industry	NTPC	National Thermal Power Corporation Limited
CoE	Centre of Excellence	NVG-SEE	National Voluntary Guidelines on Social, Environmental and Economic
CSR	Corporate Social Responsibility	O&M	Operations and Maintenance
DET	Diploma Engineer Trainee	OHSAS	Occupational Health and Safety Assessment Series
DFCCIL	Dedicated Freight Corridor Corporation of India Limited	ONGC	Oil and Natural Gas Corporation
DG	Diesel Generator	PCB	Pollution Control Board
EDFC	Eastern Dedicated Freight Corridor	PLMC	Project Leadership , Management and Communication
EHS	Environment, Health & Safety	PM	Particulate Matter
EIA	Environmental Impact Assessment	PMS	Performance Management System
ENR	Engineering News Record	POSH	Prevention of Sexual Harassment
EPC	Engineering, Procurement and Construction	PTW	Permit-To-Work
ERM	Enterprise Risk Management	PVC	Polyvinyl chloride
ESIA	Environmental and Social Impact Assessment	QCFI	Quality Circle Forum of India
ESMP	Environmental and Social Management Plan	QSHE	Quality, Safety, Health & Safety
FY	Financial Year	RO	Reverse Osmosis
GET	Graduate Engineer Trainee	RRP	Recognition and Retention Plan
GGBS	Ground-granulated blast-furnace slag	RVNL	Rail Vikas Nigam Limited
GHG	Green House Gases	SAIL	Steel Authority of India
GJ	Giga Joules	SBG	Strategic Business Group
GRI	Global Reporting Initiative	SBU	Strategic Business Unit
HIRA	Hazard Identification and Risk Assessment	SC	Scheduled Caste
HPCL	Hindustan Petroleum Corporation Limited	SCADA	Supervisory Control and Data Acquisition
HR	Human Resource	SCM	Supply chain management
HSD	High Speed Diesel	SDG	Sustainable Development Goals
HVAC	Heating, ventilation, and air conditioning	SEZ	Special economic zone
IaaS	Infrastructure as a service	SHE	Safety, Health and Environment
ILO	International Labour Organisation	ST	Scheduled Tribe
IoT	Internet of Things	STP	Sewage Treatment Plant
ISAE	International Standard for Assurance Engagements	TCoC	Tata Code of Conduct
ISO	International Organisation for Standardisation	TPCDT	Tata Projects Community Development Trust
IT	Information Technology	TPL	Tata Projects Limited
KL	Kilo Liter	TSG	Tata Sustainability Group
KMP	Key Management Personnel	TSM	Tata Sustainability Month
KRA	Key Responsibility Areas	UF	Ultra Filtration
L&D	Learning & Development	VFD	Variable Frequency Drive
LEC	Local Ethics Counsellor	WDFC	Western Dedicated Freight Corridor

BUSINESS RESPONSIBILITY REPORTING MAPPING

Principle	Chapter	Page No.
Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability	Corporate Governance – Ethics and Integrity	29-32
Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Simplifying Ecological Sustainability	42-50
Principle 3: Businesses should promote the wellbeing of all employees	Creating Opportunities, Leveraging Potential	52-60
Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.	Stakeholder Inclusiveness – Our Stakeholders	34
Principle 5: Businesses should respect and promote human rights	Creating Opportunities, Leveraging Potential	52-60
Principle 6: Business should respect, protect, and make efforts to restore the environment	Simplifying Ecological Sustainability	42-50
Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner	Sustainability at Tata projects	22-27
Principle 8: Businesses should support inclusive growth and equitable development	Creating a Positive Change	62-67
Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner	Growing with India...For India	20-21

AWARDS



Construction Times Awards 2018 - Construction Company of the Year



Construction Week Annual Awards 2018 - Mr. Vinayak Deshpande Voted to Hall of Fame



Construction Week Annual Awards - Hall of Fame 2018



Unique Project of the Year Award - For Dravyavati River Project



2nd Fastest Growing Construction Company Award

AWARDS

Tata Projects Recognition

Brand Excellence Award

in EPC sector by World Marketing Congress

Best Marketing Campaign

in Infra Category at 'ET Now - MODI Awards'

Ranked 166th Globally

in ENR's Top 250 Global Contractors 2018

2nd Fastest Growing Infrastructure Company in India award

at Construction World-Engineering News Record event.

Best company - Social Development & Impact

for Dravyavati River Project and Best Construction Project for Deendayal Trade Facilitation Centre & Craft Museum, Varanasi awarded by CIDC Vishwakarma Awards 2019

Construction Company of the Year 2018

award by Construction Times Awards

Tata Projects featured **47th in Business Standard's India's Best Unlisted Companies.**

Leadership Awards

Mr. Vinayak Deshpande was honoured with the **Hall of Fame** during 'Construction Week' India Awards 2018.

Mr. Vinayak Deshpande was conferred as **Infrastructure Person of the year 2018** at Construction World-Engineering News Record event.

Mr. L C Rao from Tata Projects Krishnapatnam was conferred as a **Responsible Leader** by Tata Engage-Tata group

Innovation Awards

Outstanding Concrete Structure

for City Scaping/Landscaping by Indian Concrete Institute

Unique Project of the Year

by Construction Times Awards 2018 for Dravyavati River Project

Outstanding Contribution in Power T&D

for transmission line project from Muzaffarpur (India) and Dhalkebar (Nepal) in EPC Category; and

Outstanding Contribution in Specialised Construction

for Dravyavati River Rejuvenation Project at 'The 8th EPC World Awards 2019'

EHS Awards

Best use of Social Media in Marketing

by World Marketing Congress in 2018 for 'Green Thumb' Initiative

LKCC06 Project received the RoSPA-Gold Award

by Royal society for the prevention of accident, UK

Tata Serein Thane received a **5 star Award** from the British Safety Council- 'British Safety Council AIDIT' and a certificate of Excellence in Sustainability by Tata Projects.

CSR Awards

Smart Cities Lighting Award

at 'ET CSR Smart Cities Leadership Awards'

TATA PROJECTS
Simplify.Create

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