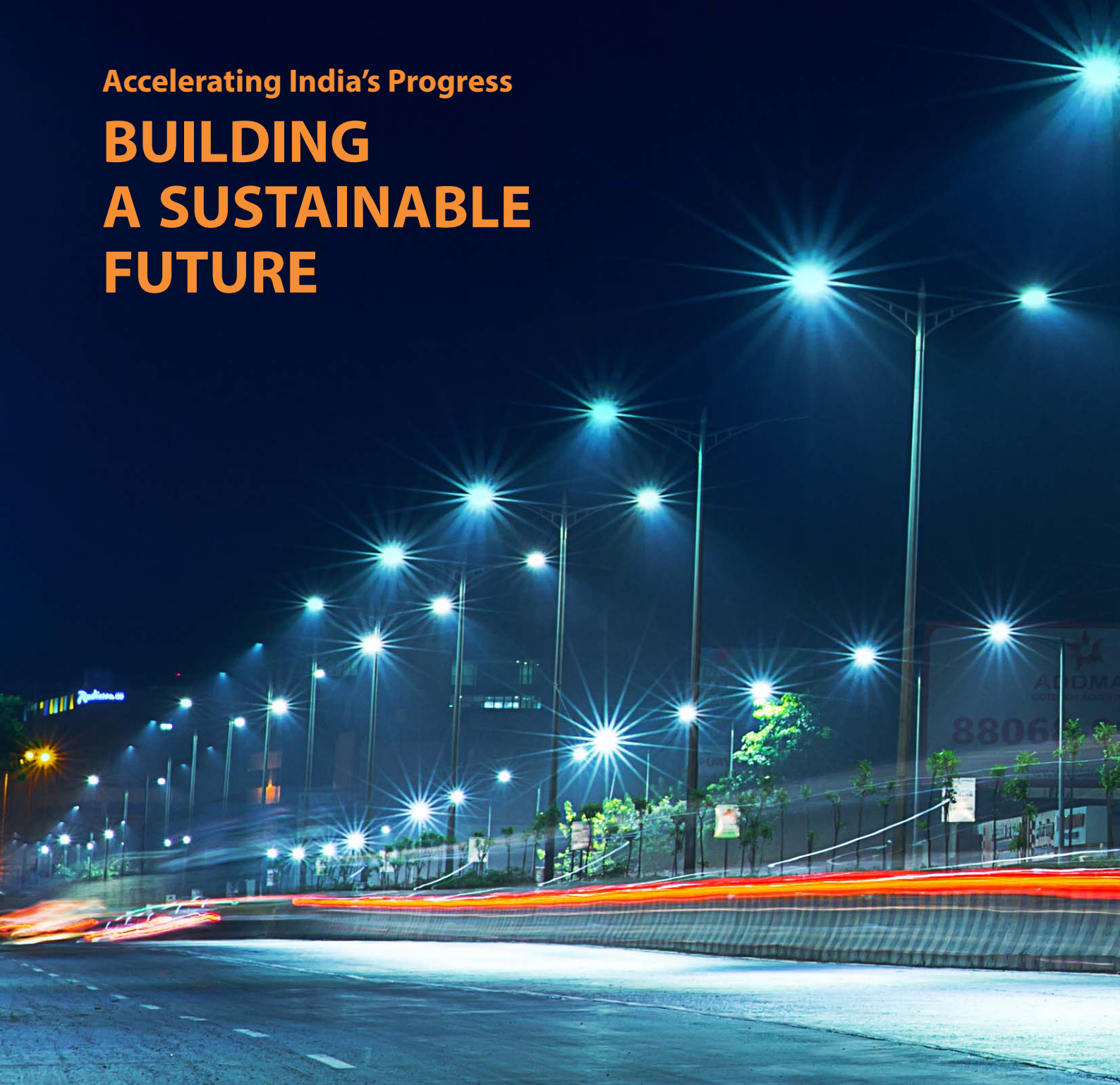


Accelerating India's Progress
**BUILDING
A SUSTAINABLE
FUTURE**



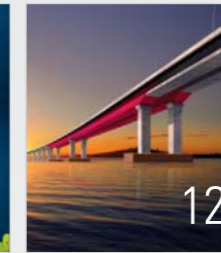
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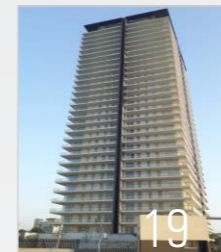
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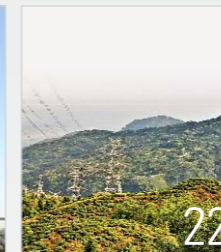
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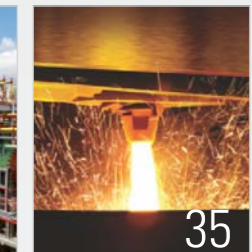
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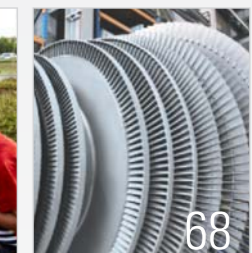
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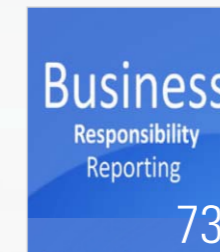
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ABOUT THE REPORT



We herewith present our annual Sustainability Report for the Fiscal Year (FY) 2019-20. 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 2019-20². We have applied the GRI reporting principles – stake holder 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 2019 to 31st March 2020⁴. 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 2019-20⁵.

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.

Assurance

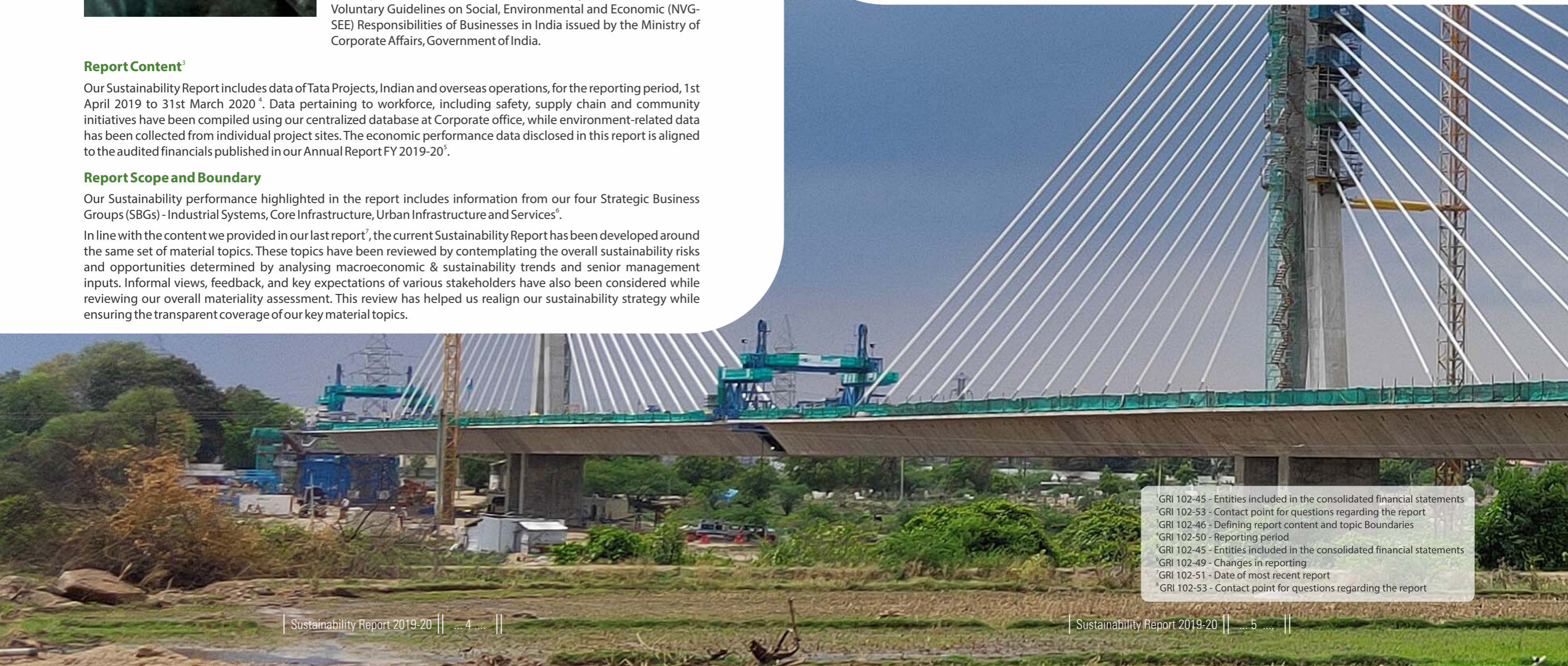
Our report is internally assured by Business units (SBGs) & Corporate support departments, they have verified the Report for a select set of economic, environmental and social performance related indicators.

Information on revenue and other financial data has been taken from standalone financial statements presented in our Annual Report FY 2019-20⁷.

For any queries, comments and feedback please write us at: sustainability@tataprojects.com⁸

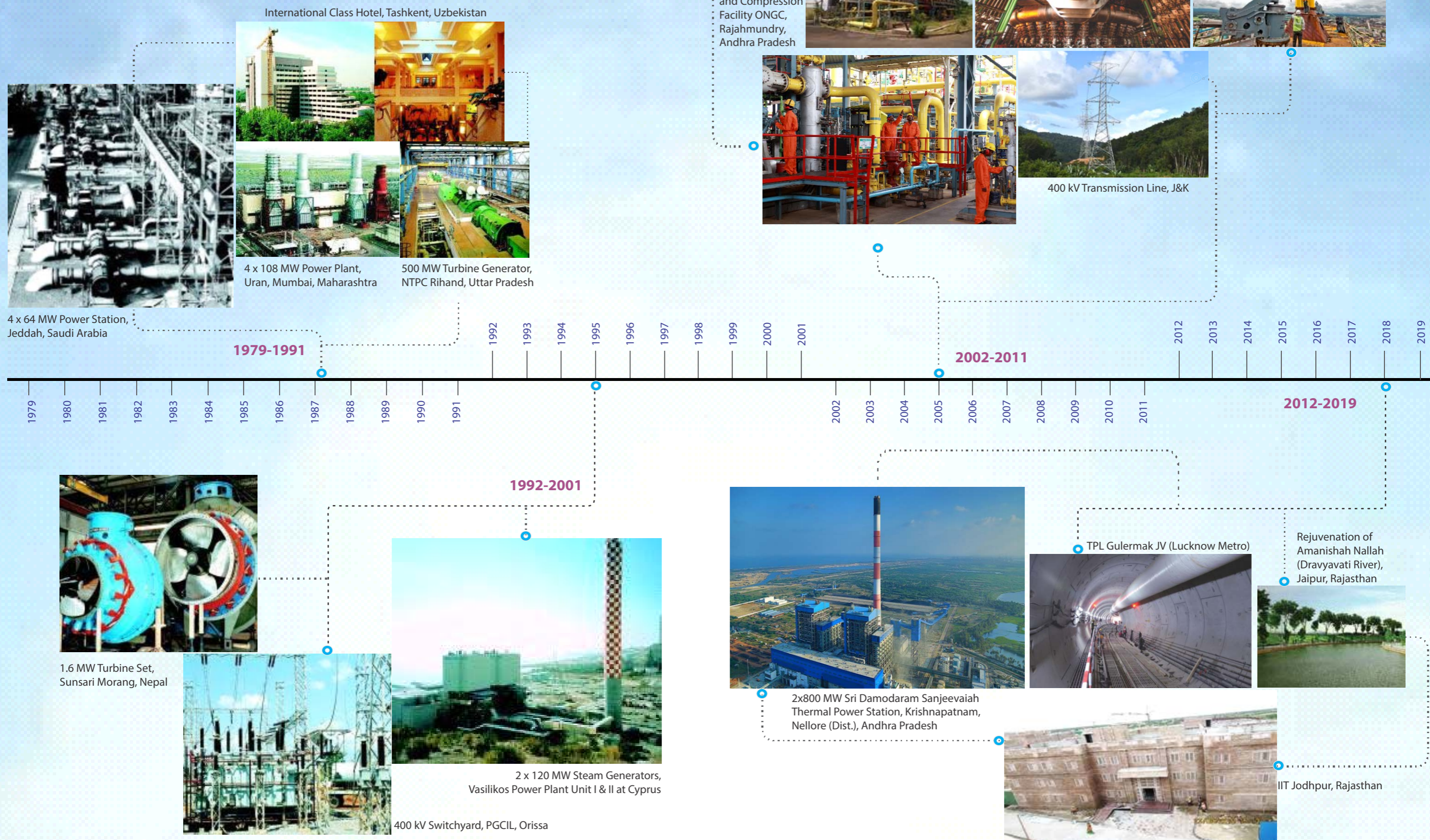
Forward looking statements - This Report contains forward looking statements, which may be identified by their use of words like 'plans', 'expects', 'will', 'anticipates', 'believes', 'intends', 'projects', 'estimates' or other words of similar meaning. All statements that address expectations or projections 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.

Report have not been printed on recycled paper for limited circulation.



¹GRI 102-45 - Entities included in the consolidated financial statements
²GRI 102-53 - Contact point for questions regarding the report
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

ACCELERATING INDIA'S PROGRESS



Message from our MANAGING DIRECTOR¹



Managing Director - TATA projects

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

Message from our Managing Director:

I am pleased to present our annual Sustainability Report for the fiscal year 2019-20. This Report upholds our legacy of being a responsible corporate citizen and showcases our focused approach that has enabled us to create shared value.

Tata Projects is committed to conducting its 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. TPL not only believes in creation of an asset / facility for the customers, but also committed to creating an enabling environment which will benefit them in the long term. Our approach to sustainability is defined by our Sustainability policy which describes our fundamental expectations and provides the foundation to develop and implement management systems at our project sites.

In line with our Group's vision, TPL constantly invests in supporting and developing local communities through several initiatives creating a positive environmental footprint, although our project life cycle usually lasts for about four years. Our project operations also provide avenues for local employment. In addition, sub-contractors working at our project sites comply with our Health, Safety and Environment standards.

Towards the responsible expansion of our business portfolios, we partner with select technology providers who are aligned to Sustainability practices as well. We encourage our suppliers and service providers to maintain business practices and workplace standards that are aligned to ours. By working with our supply chain partners and clients, we endeavour to reduce their ecological impact towards combating the climate change.

Business Environment

From second week of March 2020 upto the date of this report and beyond, the business has been

affected due to Covid-19. The lockdown announced by Governments led to shutdown / slowdown of our project sites across India and other countries. During this period, we took several actions to ensure seamless business continuity while safeguarding health and safety of employees, consultants and labor at site. Our FY20 turnover stands at INR 10514 Cr. We have implemented new measures to overcome pandemic situation & converted many crises into opportunities. Our ability to continue to executing in such challenging times is derived from the strength of our ecosystem which comprises of our workforce, stakeholders including Government, Shareholders, Financial Institutions, Workforce, Vendors and Society.

Enhancing our processes

Our already 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.

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 whistle blower mechanism form the pillars of a sound governance structure at Tata Projects. Our Company's management is responsible for establishing and maintaining internal financial controls based on the internal control over financial reporting criteria established by the Company considering the essential components of internal control stated in the Guidance Note on

Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (ICAI).

We continue to emphasize on improving environmental, health and safety management systems and its 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 site 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. All the data have been reviewed & internally assured so as to highlight the integrity of our systems and processes. We have a process called Operational Excellence for finding real time improvement & innovative ideas in project operations and it create genesis of invention. In addition to our operational improvement, we also assess our suppliers on environmental and social criteria and support them in improving their systems.

As we focus towards being resource efficient, we have increased our use of alternate materials and have been implementing initiatives such as modular construction, reduce our water consumption, waste generation and enhance energy optimization. We continue to focus on our initiatives towards increasing volume of using pre-cast elements in our major civil

construction projects & enhanced opportunity to increase renewable energy consumption and use of energy efficient equipment in operation at our project sites.

Future Outlook

The construction sector has been impacted due to pandemic & made all industry participants revisit operations and adopt 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 bring in technology and analytics in our operations and processes. We see IoT and Building Information Modeling (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 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 trend setter in terms of ethics, processes and technology.

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

Vinayak K Deshpande
Managing Director

¹ GRI 102-14 - Statement from senior decision-maker

OUR THEME

Accelerating India's progress for 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 Pepsi Co 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 & Institutional Buildings, Highways, Marine Transportation, 2G Bioethanol, Refinery 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.

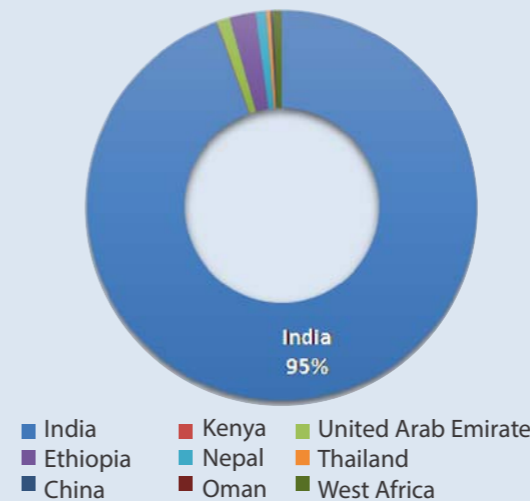
ABOUT TATA PROJECTS

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, endusers 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.

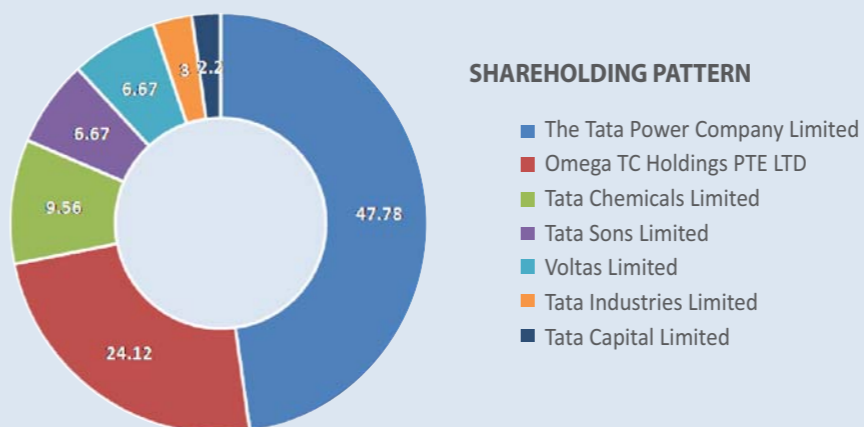
REVENUE BY COUNTRY



Scale ¹⁶ of Organization by Revenue (in INR Lakhs)	
Name of the Country	Year ended 31st March 2020
India	991,761
Kenya	705
United Arab Emirates	11,132
Ethiopia	22,741
Nepal	9,389
Thailand	3,503
China	1,582
Oman	651
West Africa	7,447

*India accounts for 95% of total revenue while other geographies contribute 5 or less than 6%

SHAREHOLDING PATTERN



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 2019-20

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

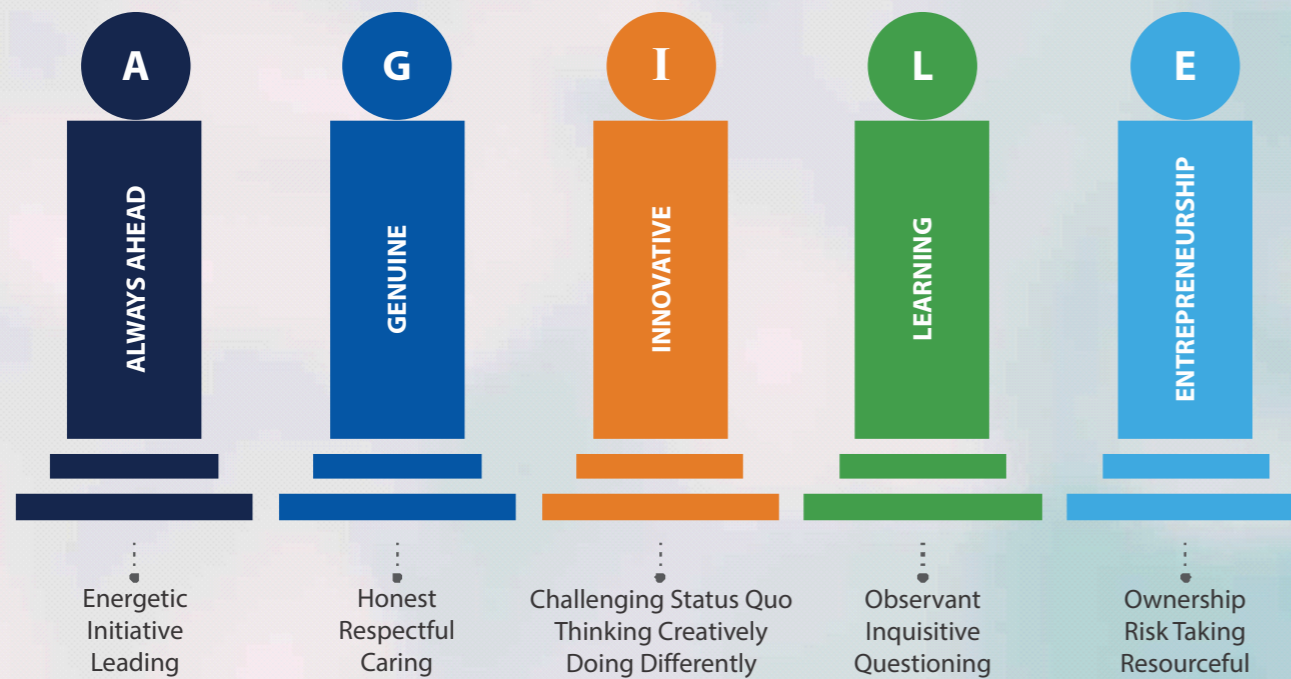
Our Locations



Vision, Mission and Value



Cultural PILLARS



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

COMPANY AT A GLANCE



BUSINESS PROFILE

TATA PROJECTS

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.

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



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

CORE INFRASTRUCTURE

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

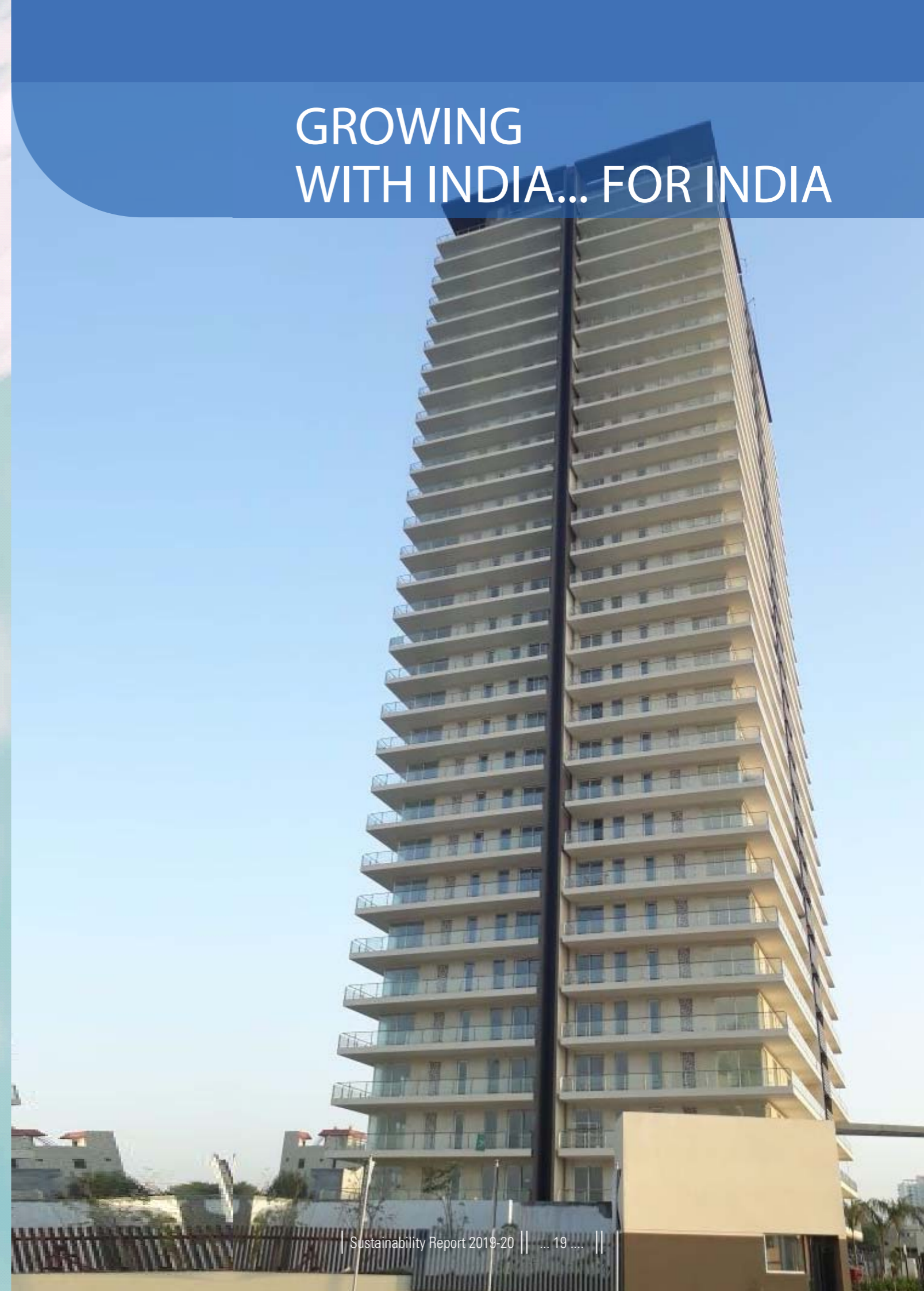


STRATEGIC BUSINESS GROUP (SBG) SERVICES

- **SBU - Quality and Reliability Services :** Quality Certification, Inspection, O&M Services
- **SBU - Utility Services:** Reverse Osmosis, Ultra Filtration, Water Purification Plants, Desalination
- **SBU - Construction Tech Services :** Building Information Modelling, Integrated Project Management Services and Digital Tech Services
- **SBU - Next Gen Tech Services :** IoT based Asset Monitoring & Fuel Management Services, Drone Services

SERVICES

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.



Executing Trisonic Wind Tunnel & Crupgemoc Cryogenic Integrated Engine Testing Facility for ISRO



Successfully completed LOT 102 and 103 of Dedicated Freight Corridor Project



An IT Park of 1.0 Mn Sq.Ft BUA, spread across 100 acres constructed in Indore



Completed 41.42-km Transmission Line Project of 500 kV in Thailand



218 Projects Under Execution



Constructing 7.8 kms long bridge section of Mumbai Trans Harbour Sea-link Project

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.tataproyects.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.



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

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



PEOPLE

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



SOCIAL

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



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	
8 DECENT WORK AND ECONOMIC GROWTH	
3 GOOD HEALTH AND WELL-BEING	
5 GENDER EQUALITY	
10 REDUCED INEQUALITIES	
3 GOOD HEALTH AND WELL-BEING	
4 QUALITY EDUCATION	
6 CLEAN WATER AND SANITATION	

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 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.

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 Share Point 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	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	Enhance quality awareness in a three-day mandatory training for new hires at sites and reducing reworks
Quality hand book on civil	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	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 2019-20, our FY 2017-18 & 2016-17 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 Model (EPM) Manual. We initiated SBG wise Tata Business Excellence Model (TBEM) internal assessments, to bring in cultural transformation and improve our overall business processes. In the TBEM external assessment 2019, Tata Projects achieved a score of 588 points with 31 points jump compared to last assessment score, which is the highest in TPL's TBEM journey. External Assessors from TPL, received Best Performing Team Award at BE Convention'19. Tata Projects is certified to ISO 9001:2015, ISO 45001:2018, ISO 14001:2015 standards, surveillance audits have been concluded successfully. Scope expanded for SBG services to include South Korea operations (ISO 9001:2015) and Repair & Maintenance services (ISO 14001 and ISO 45001). With an aim to develop capabilities in driving the ISO management system standards, we have developed lead auditors and internal auditors for each of these ISO standards. The 'Innovays' initiative, for driving continuous improvement and innovation to build a culture of improvement across the organization, received an overwhelming response.

*GRI 102-10 - Significant changes to the organization and its supply chain

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.

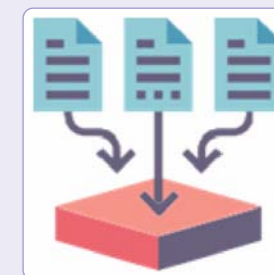
Finance

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 regulation 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 subcommittees, 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 Structure¹⁸

Board of Directors

Chairman	Banmali Agrawala
Directors	Nipun Aggarwal Ramesh N Subramanyam Bobby Pauly Sanjay Kumar Banga
Independent Directors	Samir Kumar Barua Neera Saggi
Managing Director	Vinayak K Deshpande
Observer	Ritesh Mandot
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



²⁰GRI 102-11 - Precautionary principle or approach

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.

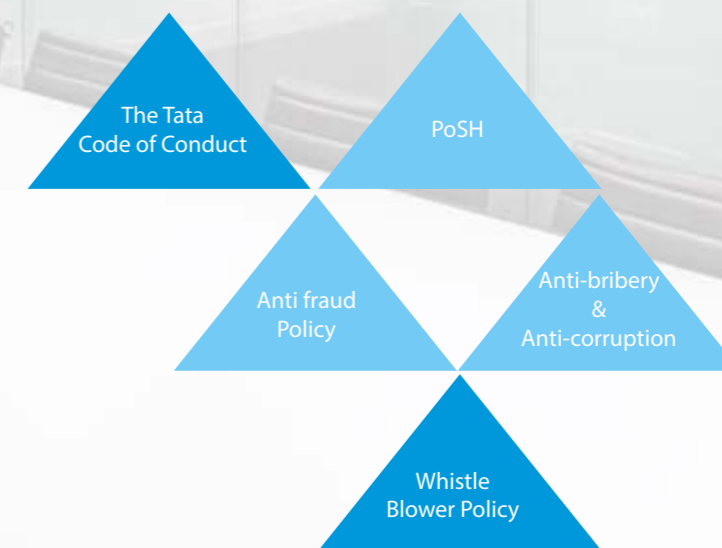
Ethics and Integrity

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 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 & Anticorruption 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 -counsellor@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.



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

TCoC- Ethic's organogram



Anti-Corruption and Anti-Competitive Behaviour

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	head Count	% Coverage of Communication / Training
1	Governance Body	6	100
2	Employees		
a	Number of Employees	5364	
b	Top Management	10	
c	Senior Management	179	
d	Middle Management	999	100
e	Junior Management	2680	
f	Supervisory	1081	
g	Others	415	
3	Other Stakeholders		
a	Supplier (Manufacturer)	1454	
b	Sub-Contractor	3650	
c	Dealer/Distributor/Trader	1899	100
d	Transporters	480	
e	Other Service Providers	3357	

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.

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

STAKEHOLDER INCLUSIVENESS



MATERIALITY ANALYSIS

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 2019-20²².

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 well being 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

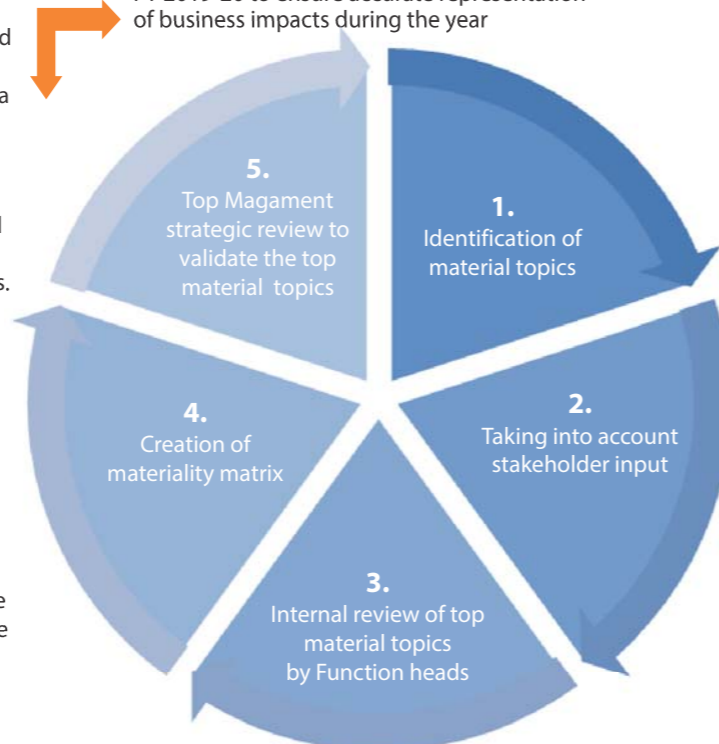
²⁵Includes both permanent and contract employees on Tata Projects' payroll



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 2019-20 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.

The below infographic provides a detailed synopsis of our materiality analysis- Revisiting our material topics in FY 2019-20 to ensure accurate representation of business impacts during the year



Materialitymatrix^{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

²⁶Disclosure 102-44 - Key topics and concerns raised

²⁷Disclosure 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.

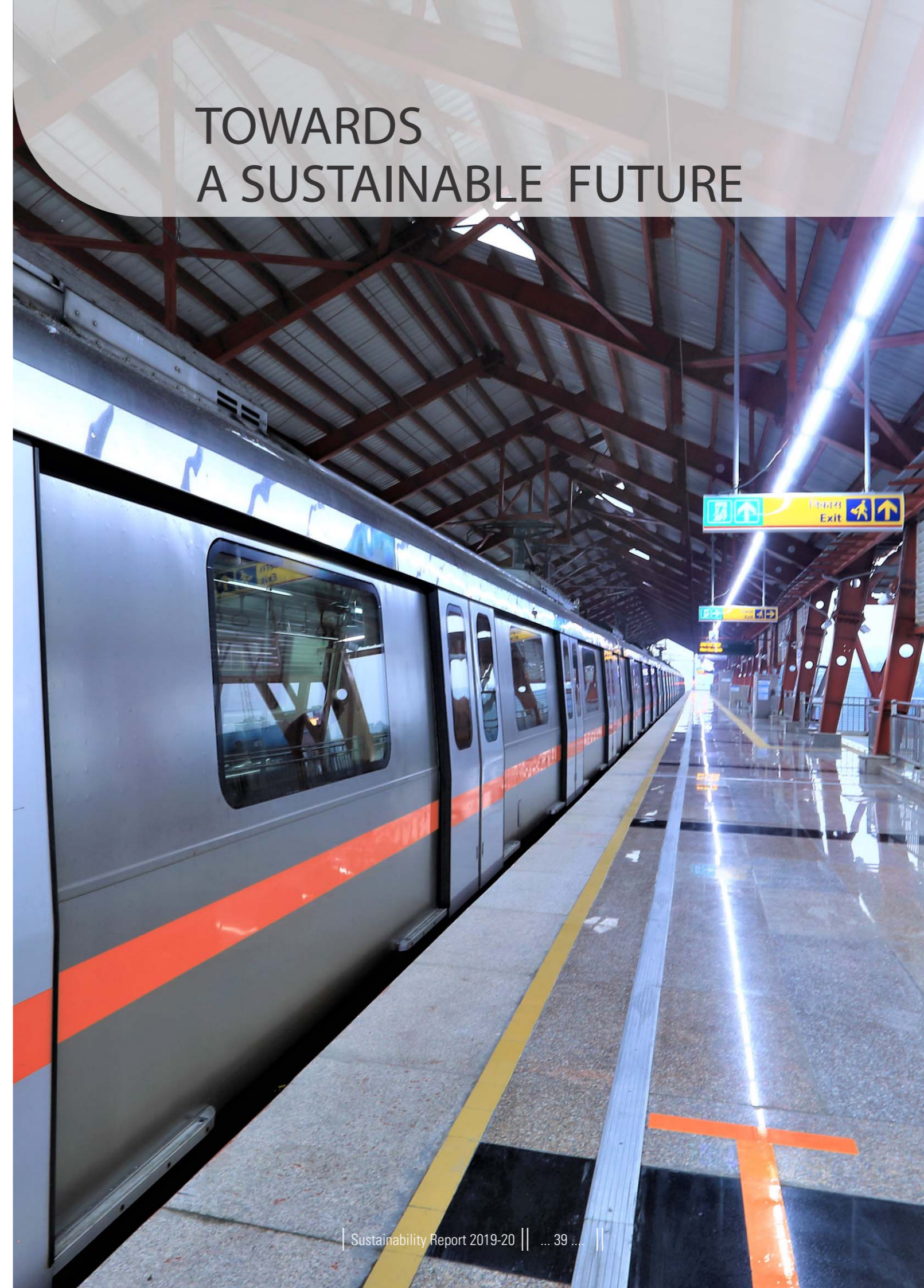
Material Topics	Where the impacts occur		Our involvement with the impact		Key action points	FY 2019-20 Highlights	Chapter Reference
	Internal	External	Direct	Indirect			
Economic							
Economic Performance	✓		✓		Diversified Portfolio, Operational Excellence	Infrastructure company of the year in 9th construction week Award 2019, Fastest growing construction company of 2019 by 17th construction global awards. Ranked 138th globally by ENR's Top 250 global contractors 2019' Metro rail contractor of the year.	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	Simplifying Ecological Sustainability
Emissions	✓	✓	✓			> Increased use of technology such as Video Conferencing and Skype for business, Electric Vehicle and Cycles to commute	Simplifying Ecological Sustainability
Material Management	✓	✓	✓		Promote use of alternate materials Use of modular construction	> Increased utilization of recycled input materials such as Fly ash Bricks and AAC Blocks > Increased use of steel shuttering and system formwork based on Modular construction techniques	Simplifying Ecological Sustainability
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

TOWARDS A SUSTAINABLE FUTURE

Material Topics	Where the impacts occur		Our involvement with the impact		Key action points	FY 2019-20 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	Creating Opportunities, Leveraging Potential
					On-site training on Safety Health Environment good practices	> Providing clean infrastructure facilities including RO drinking water, LED lighting, STPs across our labour camps	
					Encourage healthy balance between male and female workforce, work towards enhanced gender diversity	> Attrition rate reduction	
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 107 as against target of 140 and Accident Frequency Rate of 0.098 against target of 0.085.	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 2019-20 performance highlights' quantitative trends is elaborated in the subsequent chapters.



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.

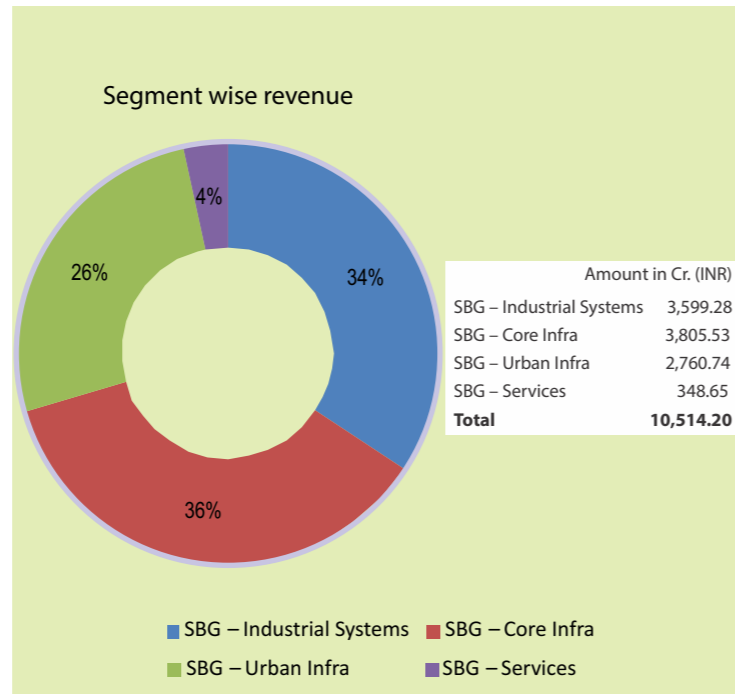


We are proud that our business segments are focused around building better infrastructure²⁸ in line with our mission to make the world a more efficient, prosperous and safer place. We at Tata Projects, have streamlined our business strategy with a focus on sustained value generation and improved efficiencies 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 2019-20, we reported total turnover of INR 10,514 Cr. The order booking of the company aggregated to INR 12,944 crore (Previous.

Year: INR 28,190 crore) resulting in the total order backlog of INR 53,194 crore. Tata Projects also secured L1 position of orders worth INR 6,442 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.

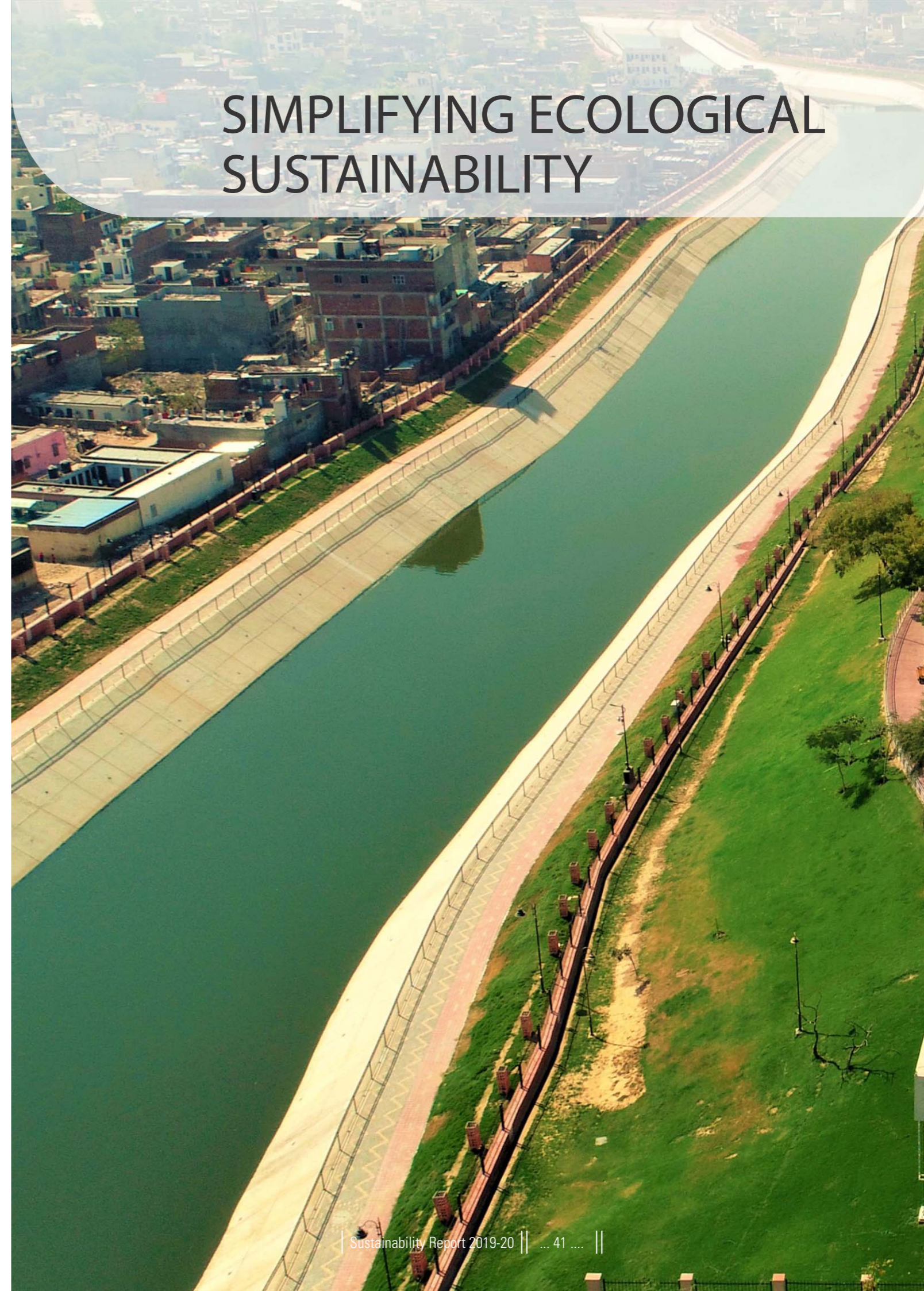
	FY 17-18 (in Crores)	FY 18-19 (in Crores)	FY 19-20 (in Crores)
Economic Value Generated			
Turnover	9,060.51	13,229.78	10,514.20
Other income	42.00	60.07	61.62
Total Economic Value Generated	9,102.51	13,289.85	10,575.82
Economic Value Distributed			
Operating cost	8,048	11,894	9,180
Employee wages and benefits	587	711	806
Payments to providers of capital	194	311	382
Payments to Governments	118	112	107
CSR spend	3	4	3
Total Economic Value Distributed	8,951	13,033	10,478
Economic Value Retained	151	257	97
Benefits provided to Employees			
Employee wages and benefits	553	668	752
Defined Contributions Plan	14	12	16
Defined Benefit Plan	21	31	37
Total benefits provided to Employees	587	711	806

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

SIMPLIFYING ECOLOGICAL SUSTAINABILITY





Recognised for the sustainable supplier

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.

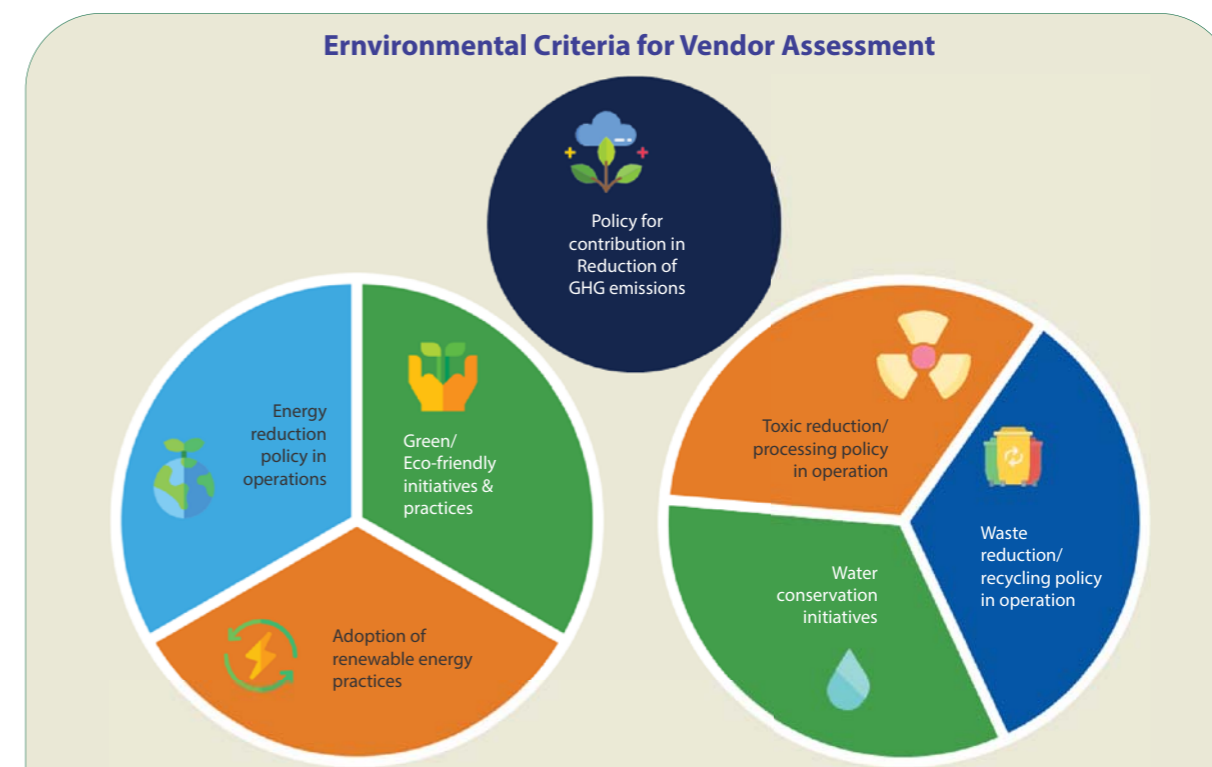
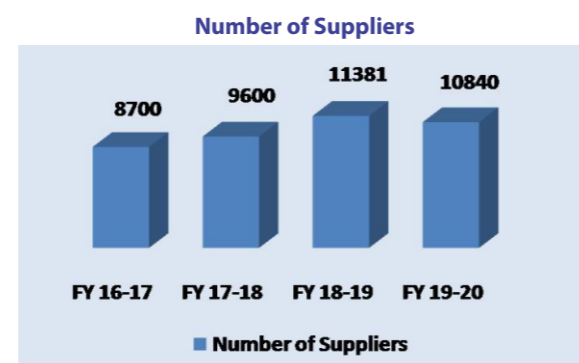
In line with our Mission to provide sustainable engineering and construction projects and technology services, we have an environmental management system. To ensure its effective functioning, all our SBGs drive initiatives towards use of alternate materials and modular construction as well as initiatives 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 trained 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 10,840 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 2019-20, 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 2019-20, over 2892 suppliers were subjected to such capability assessments.

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.

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

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.

UTILIZATION OF FLY ASH BRICKS

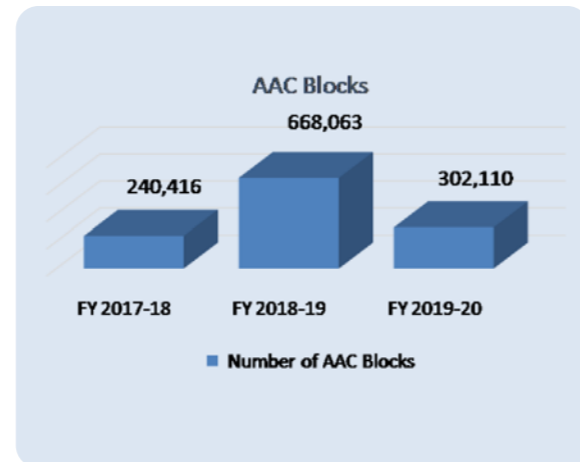
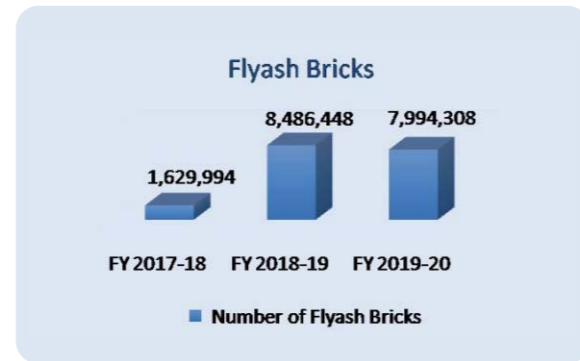


During FY 2019-20, we have continued utilization of Fly ash bricks and AAC Blocks, signifying a substantial reduction of our reliance on red/clay bricks.

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

³⁶GRI 103-2 - Management approach 2016



Use of AAC Blocks



Use of Fly Ash in Making Concrete

operations, but the usage of M-Sand has also resulted in minimization of land fill and reduced dependency on natural resources. During FY 2019-20 we effectively used 3,18,052m³ of M-Sand across multiple sites.³⁶



Precast anchor block

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.

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	Total FY 2019-20
Raw Materials					
1	Natural Sand	M3	9,24,070	10,66,863	4,17,334
2	Stone Aggregates	MT	13,36,003	21,65,951	13,61,028
3	Marble/Granite	Sqmtr	Not reported	28,846	46,496
4	Wood Batten	CFT	Not reported	2,51,874	2,30,661
5	Pre Fab Steel Structure (For T&D)	MT	Not reported	18,898	9,674

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



Precast Structure

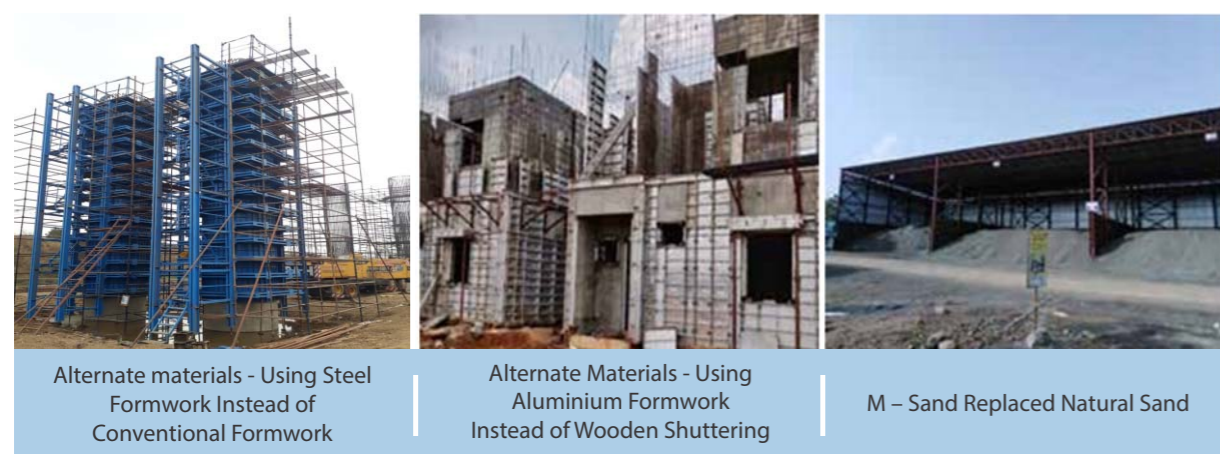


Prefab Labour colony



Prefab Tower Structure

S.No.	Materials Consumed	UoM	Total FY 2017-18	Total FY 2018-19	Total FY 2019-20
Intermediate Materials					
6	Concrete	M3	22,04,703	19,60,189	13,88,805
7	Steel (reinforcement + structural)	MT	2,37,952	2,53,956	1,34,823
8	Binding Wire	MT	1,41,291	1,67,779	1,83,591
9	Pipes(erection)	RMT	Not reported	7,55,826	8,55,300
10	Cables	RMT	12,43,566	25,26,043	39,36,491
11	Pipes	RMT	3,67,646	2,81,171	4,54,461
12	Plywood	Sqmtr	5,14,318	13,33,207	11,19,224
13	Total System Formwork Used	Sqmtr	Not reported	16,57,813	10,16,196
14	Precast	M3	7,455	35,165	80,870
15	Prefab	Sqmtr	Not reported	83,142	27,083
16	Total Steel Shuttering Used	Sqmtr	Not reported	4,17,265	4,56,396
Associated Materials					
17	Curing Compound	Ltr	64,839	2,44,895	12,00,542
18	Shuttering Oil	Ltr	Not reported	1,84,220	1,52,952
19	Gypsum Boards	Sqmtr	76	71,840	42,448
20	Admixtures/Chemicals	Ltr	Not reported	33,64,795	31,18,104
21	Paper	Kgs	Not reported	49,546	22,413
22	Zinc	MT	Not reported	1,165	-
23	Lead	MT	Not reported	0	-
24	Membrane	Nos	Not reported	1,249	9,058
25	Solid Bricks	Nos	Not reported	1,07,500	15
26	Tiles	Sqmtr	Not reported	10,081	-
Recycled input materials					
1	Fly ash	M3	3,37,252	1,13,960	86,718
2	GGBS	M3	15,909	12,162	33,315
3	Fly ash Bricks	Nos	1,629,994	84,86,448	79,94,308
4	AAC Blocks	M3	2,40,416	6,68,063	3,02,110
5	M Sand	M3	5,84,069	6,57,247	3,18,052
6	Micro Silica	M3	Not reported	465	18,182



Energy Conservation and Emissions Management

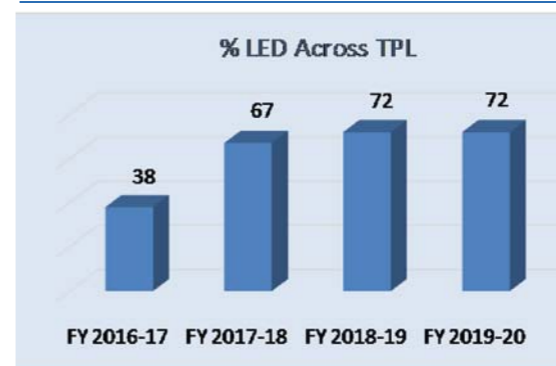


As a responsible corporate citizen operating in an energy-intensive sector, we are actively creating mitigation plans for managing energy and emissions related risks. By gaining an understanding of the risks and opportunities related to climate change and how these affect us, we believe we can reduce 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 2020-21 and will continually undertake efforts to reduce GHG emissions across our offices and project sites.³⁸

In FY 2019-20, 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 <ul style="list-style-type: none"> 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



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 remain at 72% in FY 2019-20. We also installed over 3984 Solar LED lights enabling us to reduce our energy consumption.



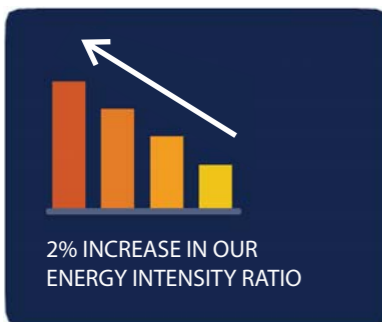
Use of LEDs and Solar LEDs

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 2019-20, All 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, 70% 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. Due to our dedicated efforts towards energy management, we have been able to control our energy

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	FY2017-18(GJ)	FY2018-19(GJ)	FY2019-20(GJ)
HSD	8,23,392	11,20,901	9,90,471
LPG	61,524	15,436	22,159
Grid Electricity	55,945	1,02,497	91,283
Total Renewable Energy Consumption (Solar energy)	1,753	425	1,055
Emissions	FY 2017-18 (t Co2 eq)	FY 2018-19 (t Co2 eq)	FY 2019-20 (t Co2 eq)
Scope 142	64,896	84,032	74,792
Scope 243	12,743	23,346	20,792
Scope 344	2,567	15,067	9,032
Total Emissions	80,206	1,22,446	1,04,617

consumption with a 2%³⁹ increase in our energy intensity ratio.⁴⁰ There is a significant increase in our scope 3 emissions for the reporting period FY 2019-20 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.

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

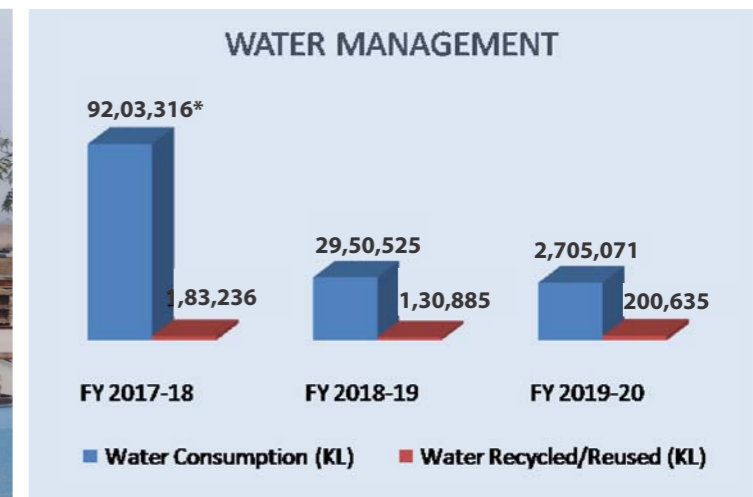
Type ⁴⁶	FY 2017-18	FY 2018-19	FY 2019-20
Non- Hazardous (MT)	82,203	1,67,742	2,25,865
PVC Pipes (RMT)	Not reported	187	40

⁴³GRI305-2-Energyindirect(Scope2)GHGmissions
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



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 2019-20. The sessions emphasized about adopting waste management practices at our sites.⁴⁵

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 consumption and are in the process of creating wastewater-free processes for our project sites.



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

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 of water withdrawn,

CREATING OPPORTUNITIES, LEVERAGING POTENTIAL

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 during the reporting period FY 2019-20 remain at 7193 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)	Withdrawal in KL (FY 2019-20)
Municipal Water for drinking		79,483	1,18,410
Municipal Water for construction	4,05,109	40,454	43,485
Tanker Water		18,30,193	16,43,545
Ground Water (bore well)	2,85,89,318	12,26,903	10,66,822
Surface Water (External-pond / river)	44,884	2,13,060	75,767
Purchased Drinking Water (RO water) - Third Party	56,657	65,482	38,948
Rainwater Utilized (water consumed from RWH facility)- Surface Water ⁵¹	21,680	44,310	7,193
Any Other	18,324	630	8,789

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



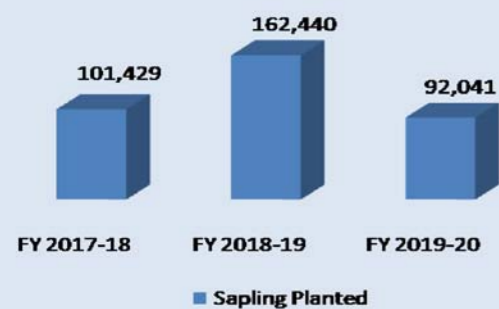
We have installed Sewage Treatment Plants in the labor colonies of our sites. These STPs treat wastewater and reduce the fresh water consumption at our sites. The recycled water from STP is stored and reused in flushing, dust suppression at site, gardening etc. This initiative has helped us save nearly 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 92,041 saplings during FY 2019-20. We have partnered with NGOs, gram panchayats, schools etc. in our endeavor to increase green cover on our planet.

SAPLING PLANTED

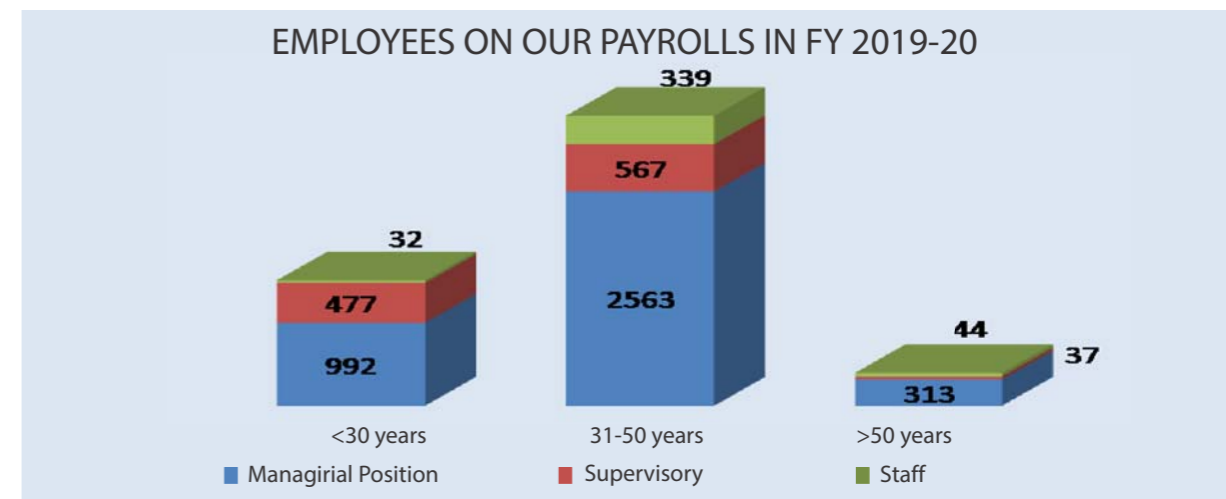
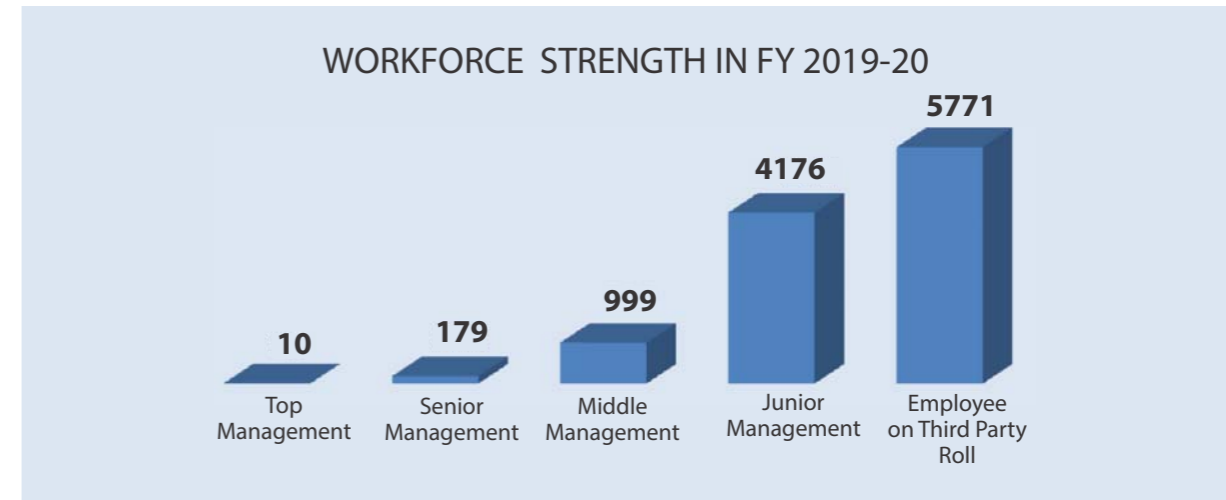
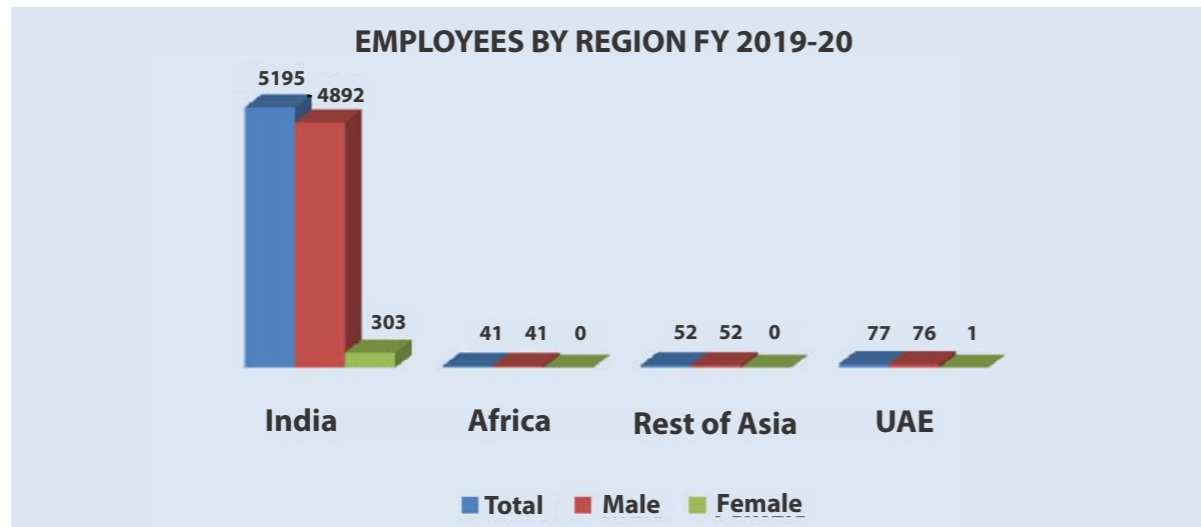
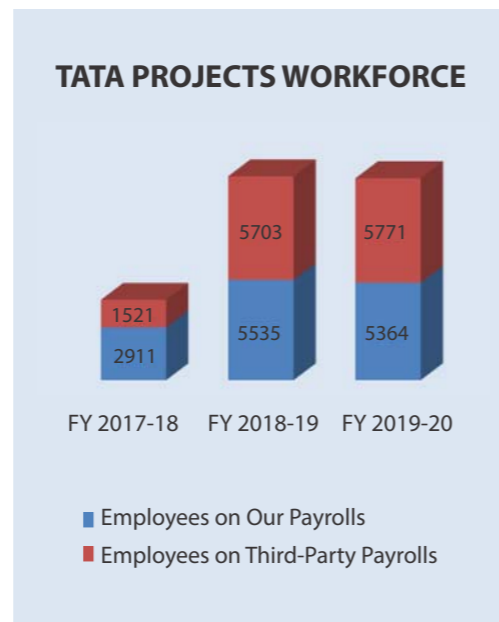


⁵⁰ GRI 303-3 - Water withdrawal
⁵¹ GRI 102-48 - Restatements of information



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 pay rolls. 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 jobs at 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 11,135 employees, of which 5364 were employees on our payrolls and 5771 were employees on third party payrolls⁵². We are an equal opportunity employer and have 304 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



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.



⁵² GRI 102-7 - Scale of the organization
⁵³ GRI 102-8 - Information on employees and other workers
⁵⁵ GRI 403-1 - Occupational health and safety management system; GRI 103-2 - Management approach 2016
 GRI 403-2 - Hazard identification, risk assessment, and incident investigation

out as part of our operations are covered in the health and safety management system, this also helps us in conducting effective and periodic risk identification and mitigation.

We ensure adherence to all applicable safety requirements.

Our safety performance and compliance is monitored, measured and analyzed through digital platform, for various safety parameters on daily, weekly and monthly basis.

Monthly Safety report is reviewed by top management. We strive to learn from all available sources including previous incidents (to prevent reoccurrence).

Our Emergency Management Framework⁵⁷ ensures prevention of emergency situations and its proper response in case of any emergency.

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. In addition to complying with all

applicable country, regional & local safety and environmental laws, we strive for HSE performance that is among the best in the construction industry.

With a total of 172.27 million man-hours worked, our safety practices have resulted in an injury rate of 0.098.

Our strategic HSE initiatives serve as an important driver to foster our HSE sustainable framework. These are specific programmes focused on priority business practices.

⁶⁰Recognizing 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 every one'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 work force develops, implements, and evaluates the occupational health and safety management

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 Construction Safety Program (IBOEHS) Training- Managing Safety training across all SBGs covering 117 Safety Leads.
- Conducted Behaviour Based Trainings- Organized 8 sessions & trained 370 people across 3 SBGs.
- Conducted Lead Auditor Training for ISO 45001: 2018- Certification in Health & Safety for internal auditors covering 5 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.





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 2019-20, we had 3 fatalities across our sites. Hit by object, Soil collapse are two causes for these fatalities.

Our initiatives enabled us to achieve an Accident Severity Rate of 107.11 as against target of 140 and Accident Frequency Rate of 0.098 against target of 0.085 for total of 172.27 million manhours worked.

Few safety initiatives we have undertaken across Tata Projects are:

✓ New HSE programme – Developed & implemented new HSE programme to improve the controls e.g. Site Layout,

Description ⁶¹	FY 2017-18	FY 2018-19	FY 2019-20
Total Safe Man-hours (in million)	152.04	192.64	169.66
Fatal Cases (in Numbers)	3	3	3
Lost Time Injury (in Numbers)	6	6	14
Medical Treatment Injury (in Numbers)	26	24	10
First-aid Cases (in Numbers)	3,837	4,711	3,187
Near Misses (in Numbers)	325	1,023	1,464
Lost Days (in Nos)	18,145	18,415	18,452

⁶¹GRI 403-9 - Work-related injuries,

⁶² GRI 403-6 - Promotion of worker health

Steps undertaken towards prevention



- ✓ Ensuring safe execution methodology & enhanced supervision.
- ✓ Specification towards arrest off all of materials
- ✓ 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.

Workmen grading policy & programme, Subcontractor performance evaluation (Lead & Lag Indicators).

✓ Zero Tolerance Policy for Critical activities - Developed & Implemented ZeTo Policy. Compliance to policy is being monitored.

✓ Institutionalized & established HSE Internal Audits - 9 HSE 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).

✓ Regular Mentoring meetings / visits by Senior Leadership Team

(SLT) for the identified critical sites for monitoring the safety performance.

✓ Strengthening of processes based on our past experiences, feedback from different stakeholders, change in statutory & legal rules & regulations etc.

✓ Various initiatives at operation level to avoid any mishap by dealing with the hazards in easy & effective manner.

We also provide additional health services for the well being of our employees⁶²

- Health check-up & blood donation camps
- Pre-employment medical check-up
- Tie-up with local hospitals & Weekly visit by doctors
- Deployment of male nurse and ambulance at all sites

⁵⁷ GRI 403-7 - Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

⁵⁸ GRI 403-3 - occupational health services

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

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



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 2019-20. Male employees’ average hours of training were 9.29, while female employees’ average hours of training were 12.28. During the FY 2019-20, 6049 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 forth coming 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 2019- 20, trainees from various campuses were inducted into Tata Projects.

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 2019-20, a total of 789 new employees joined our organization, comprising 692 males and 97 females. we strive to ensure fair and merit-based performance evaluation and compensation to increase engagement and satisfaction of our employees.



- Awareness campaigns on preventive measures for various health problems.

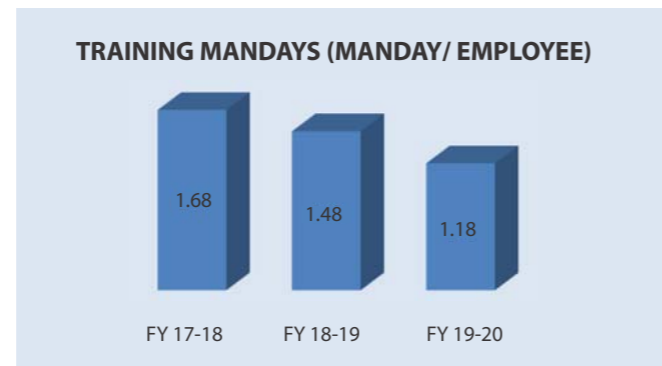
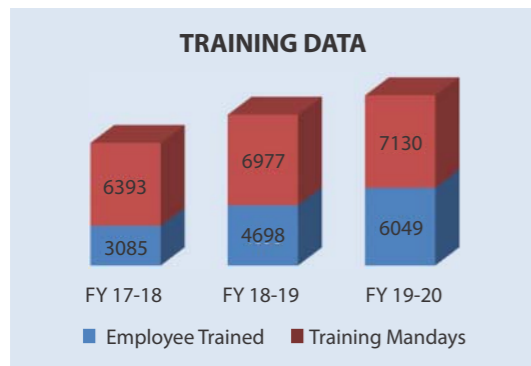
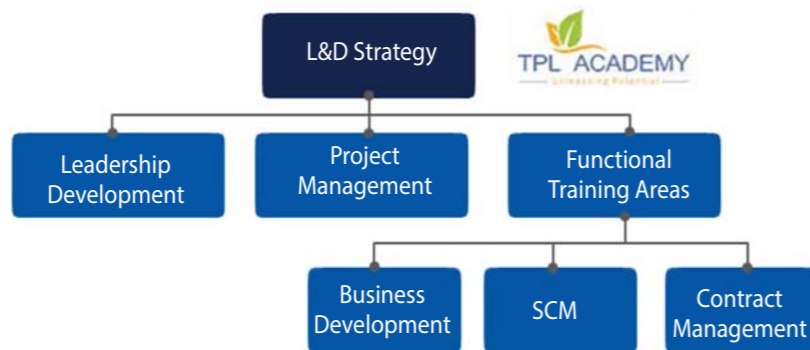
Employee training and Development

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.

Functional heads and line managers along with the human resource



Total Employee (On Rolls) New hires in FY 2019-20 ⁶⁷								
Employee category	UoM	As on 31.03.2020						
		<30 years	31-50 years	>50 years	Male	Female	Local	Non-local
Top Management	Nos	0	0	1	1	0	1	0
Senior Management	Nos	0	11	10	18	3	21	0
Middle Management	Nos	0	110	18	126	2	127	1
Junior Management	Nos	318	164	1	402	81	476	7
Supervisory	Nos	88	36	1	114	11	124	1
Non Technical Staff	Nos	6	21	3	30	0	2	28
Technical Staff	Nos	1	0	0	1	0	0	1
Total	Nos	413	342	34	692	97	751	38

⁶⁵ GRI 404-2 - Programs for upgrading employee skills and transition assistance programs
⁶⁶ GRI 103-2 - Management approach 2016
⁶⁷ GRI 401-1 - New employee hires and employee turnover

GRI 103-2 - Management approach 2016
 GRI404-1-Averagehoursoftrainingperyearperemployee

Total TPL employees as on 31.03.2020								
Employee category	UoM	As on 31.03.2020						
		<30 years	31-50 years	>50 years	Male	Female	Local	Non- local
Top Management	Nos	0	3	7	10	0	10	0
Senior Management	Nos	0	81	98	172	7	179	0
Middle Management	Nos	1	872	126	970	29	978	21
Junior Management	Nos	991	1607	82	2466	214	2628	52
Supervisory	Nos	477	567	37	1030	51	1050	31
Non Technical Staff	Nos	5	64	16	82	3	73	12
Technical Staff	Nos	27	275	28	330	0	276	54
Total	Nos	1501	3469	394	5060	304	5194	170

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.



“Swachhata hi Seva” campaign 2019

The “Swachhata hi Seva” campaign was launched during 11th September 2019 to 2nd October 2019 inviting all our Employee to also utilise the opportunities of both Tata volunteering week and earmark the 150th birthday celebration of Mahatma Gandhi for keeping our Project sites clean and tidy. The sites engaged with the Stakeholders in driving various initiatives towards creating awareness and cleanliness drives in and around the site operations.



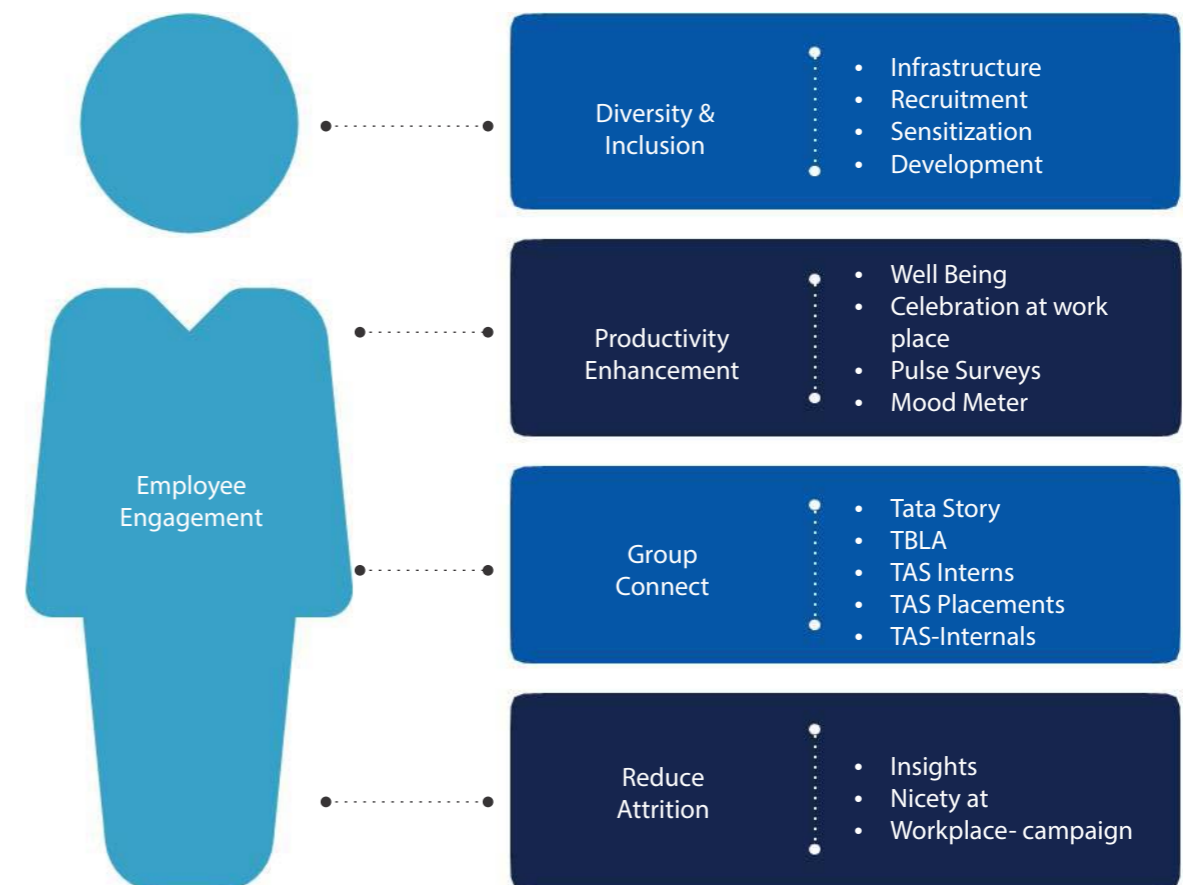
Employee Engagement

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

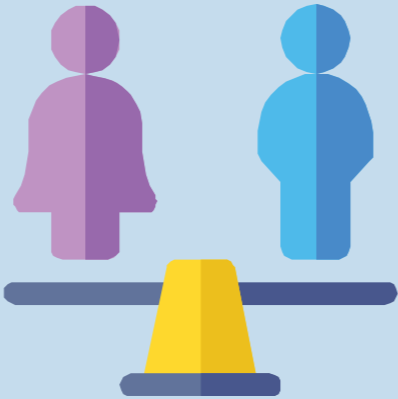
A robust, unbiased and transparent appraisal process has been set up for all our employees. We follow an annual Performance Management System (PMS) review cycle where every employee undergoes a multi-level performance evaluation, and goals are set which are aligned to the organisation's strategy in the 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 there of.

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 2019-20, there have been no significant fines or non-monetary sanctions or cases of non-compliance pertaining to human rights or labor practices.



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



GREEN THUMB INITIATIVE

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 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). <https://www.tataproyects.com/images/touching-lives/Tata-Projects-CSR-Policy-2021.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.



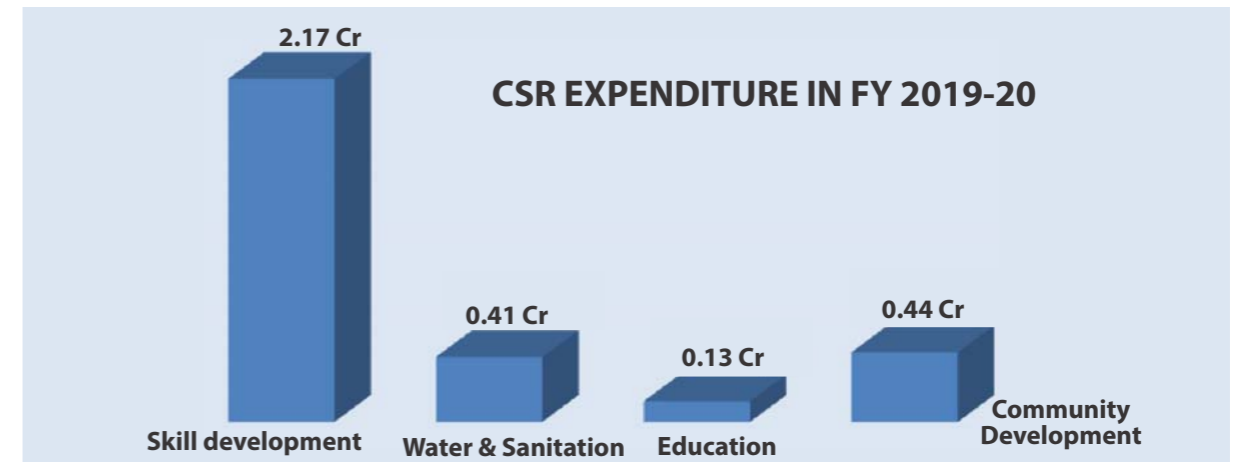
In addition to these activities, TPCDT also manages relief operations for people affected by natural calamities in partnership with public and private institutions and also provided safe drinking water for the disaster affected community through mobile RO units in partnership with Tata Trust. During the FY 2019-20, the total CSR expenditure towards implementing social activities was INR 3.15 Crore, towards the community development. Due to the nature of programs being long term in nature, the balance fund of Rs 2.52 crores was carried forward to next year, which would be spent in addition to next year CSR 2% budget.

⁷⁰ GRI 103-2 - Management approach 2016

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. Rationale 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

⁷¹ GRI 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.

- TPL provided domestic water plant for safe drinking water and Over-head tank for toilets in a Govt. Primary school, Telangana.
- Under provisions of safe drinking water in the disaster-hit areas, RO mobile vehicles could reach out to the floods of Assam, Karnataka and Maharashtra in addition to cyclone in Odisha (Fani), dispensing water to the affected population.
- Many Behavioural Change Communication activities including, pamphlet distribution, electrolyser Demo, school children sensitisation programmes, road shows were organized to spread awareness on safe drinking water and hygiene.

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 categories.

- 333 persons were trained through the three Skill Development Centres – One in Telangana and Two in Odisha
- 67% of the youth have found employment with various civil contractors and they are able to support

their family with a steady income.

- 310 Youth were trained by our partner CREDAI CSR Foundation at construction project sites – in Kalinganagar and Naomundi, to name a few.
- 65 youth were trained in servicing and maintenance of RO Plants. As Service Technicians, they look after the minor repairs and maintenance of RO plants, which are installed under various projects. All of them are employed.
- 200 local youth were also trained in vocational courses like Mobile Repair, Data Entry so that they can start a small business and be on their own.
- This year TPL also engaged 50 young boys and girls from nearby villages at our Tower Manufacturing Unit near Nagpur. These youth are hired under the National Employability Enhancement Mission and will be provided on the job training for two years. 26% of them are girls.



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 1594 government school children from 22 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 were provided for imparting quality education.
- Provided the scholarships to 19 students under Affirmative Action for higher education.



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 Dalits and Tribals. 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. It is reviewed and guided by 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.



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 2,500 volunteers contributing 13,900+ hours to support local communities.



Stories of CHANGE



EDUCATION

Thematic Area:

Education

Case Study:

Name of the Student:

Ms. Harijana Shakunthala - Telangana

Harijana Shakunthala, belonging to an economically backward Dalit family whose parents are illiterate and unskilled. She was in her school when her family was caught in a dire pecuniary situation and it affected the continuation of her education. Not just financial problems, but coming from an uneducated family in Kandlakoya village - Hyderabad, no one in her family or outside saw any point to her education. It was at this point that Tata Projects identified her talent and supported her as part of its affirmative action initiative. She was supported with financial support from TPL. She passed 10th standard with a good percentage and is pursuing further study. Shakunthala expressed her helplessness in continuing further education as her family could not support her for higher education due to financial burden. Today Shakunthala is pursuing her degree with a specialisation in B.Sc (CBCs). She states her ambition *"I aspire to join and work in a reputed organisation which offers career opportunities so that I augment my family income"*.



SKILL DEVELOPMENT & LIVELIHOOD

Thematic Area:

Skill Development & Livelihood

Case Study:

Name of the Student:

Mr. Sukantha Kumar - Odisha

Sukantha hailed from the economically challenged family background. His family included his father, who was unwell and unemployed. The entire family responsibilities rested on his shoulders.

Due to his father's unemployment, he was not able to continue his studies and had started doing petty jobs for livelihood. He had attended a mobilization program and came to know about Tata projects training program. He visited the training centre at Hatamuniguda and had chosen to enrol in Formwork carpentry course.

Sukantha was inquisitive to learn new skills and participated actively in practical sessions. He enjoyed the company of his friends at the centre and completed the course successfully. He was selected as "Helper" at TPL Kalinganagar site and presently earns around INR 13000/ month. He contributes 50% of his salary to his family.

Sukantha says *"I am thankful to the faculty and TPL for giving this opportunity and feels proud working with Tata"*. He aspires to work for at least 3-5 years, improve the skills and intends to reach new heights in the same field.

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.

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."

m. iyer
Managing Director

GRI CONTENT INDEX

GRI Content Index⁷³

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		
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	102-2 Activities, brands, products, and services	13	
	102-3 Location of headquarters	13	
	102-4 Locations of operations	13	
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	102-6 Markets served	13	
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	102-11 Precautionary Principle or approach	30	
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	102-43 Approach to stakeholder engagement	34	
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GRI 303: Water and effluents 2018	303-1 Interactions with water as a shared resource 303-2 Management of water discharge related impacts 303-3 Water withdrawal	49 49 50	
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GRI 403: Occupational health and safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety 403-5 Worker training on occupational health and safety 403-6 Promotion of worker health 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships 403-9 Work-related injuries	55 54 55 53 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			
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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	Confederation 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

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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
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AWARDS



Construction Times Awards 2018 -
Construction Company of the Year



Construction Week Annual Awards -
Hall of Fame 2018



Unique Project of the Year Award -
For Dravyavati River Project



Construction Times Awards 2018 -
Construction Company of the Year



2nd Fastest Growing
Construction Company Award

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.**



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.

LEADERSHIP AWARDS

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'

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 TataProjects.

EHS AWARDS

CSR AWARDS

Smart Cities Lighting Award at 'ET CSR Smart Cities Leadership Awards'

TATA PROJECTS
Simplify.Create

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