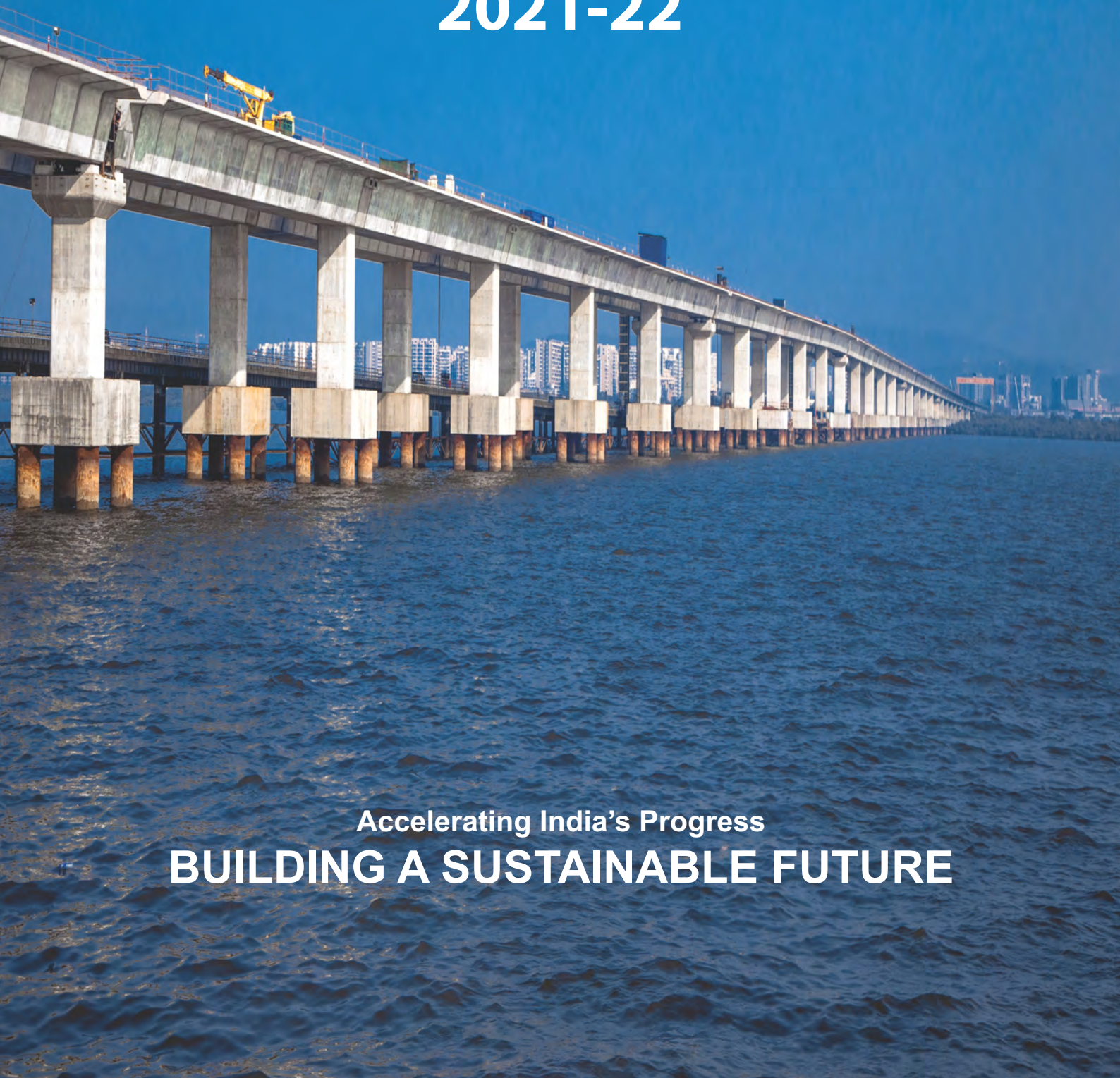


**TATA PROJECTS**  
Simplify.Create



# SUSTAINABILITY REPORT 2021-22



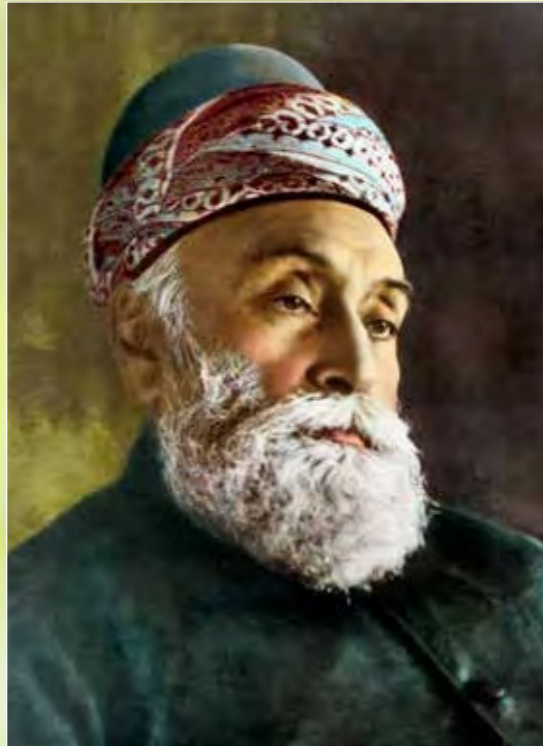
Accelerating India's Progress  
**BUILDING A SUSTAINABLE FUTURE**

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# Introduction to the Report



## We are driven by a common goal.....delivering a more sustainable future

Welcome to our annual Sustainability Report for the Fiscal Year (FY) 2021-22! This report documents our Economic, Environmental and Social performances during the reporting period. Through this report, Tata Projects has demonstrated how it is approaching towards development and leverage its capabilities through continuous improvement of sustainable practices to create value for all stakeholders in its' long term business strategy. This report also reiterates our commitment towards building a sustainable future.

### Report Approach

This report has been prepared in accordance with the GRI Standards: Core option for the reporting period FY 2021-22. 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. To actualise the NVG principles a corresponding set of core elements have also been developed across our business groups for its integration and implementation, through its four integral actions - leadership, integration, engagement and reporting.

### Report Content

Our Sustainability Report includes data of Tata Projects, Indian and overseas operations, for the reporting period, 1st April 2021 to 31st March 2022. 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 & offices. The economic performance data disclosed in this report is aligned to the audited financials published in our Annual Report FY 2021-22.

### Report Scope and Boundary

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

Includes refineries, roads, bridges, integrated rail and metro systems, commercial buildings, airports, power generation, transmission and distribution systems, chemical process plants, water and waste management, and mining and metal purification systems, as well as third-party testing, inspection, and certification services.

In line with the content we provided in our last report, 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 to realign our sustainability strategy while ensuring the transparent coverage of our key material topics.

We hope to share our efforts and initiatives to our stakeholders through this FY 2021-22 Sustainability Report

### External Assurance

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

For any queries, comments and feedback please write us at: [qsscorsust@tataprojects.com](mailto:qsscorsust@tataprojects.com)

### Re-Statement

The changes, if at all, are mentioned on the respective pages as notes.

### 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.

The Report has not been printed on recycled paper for limited circulation.

# ACCELERATING INDIA'S PROGRESS

1979 —  
1980 —  
1981 —  
1982 —  
1983 —  
1984 —  
1985 —  
1986 —  
1987 —  
1988 —  
1989 —  
1990 —  
1991 —



4 x 64 MW Power Station, Jeddah, Saudi Arabia



International Class Hotel, Tashkent, Uzbekistan



4 x 108 MW Power Plant, Uran, Mumbai, Maharashtra  
500 MW Turbine Generator, NTPC Rihand, Uttar Pradesh

## 1979-1991

2002 —  
2003 —  
2004 —  
2005 —  
2006 —  
2007 —  
2008 —  
2009 —  
2010 —  
2011 —

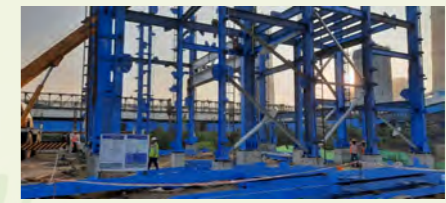
## 2002-2011



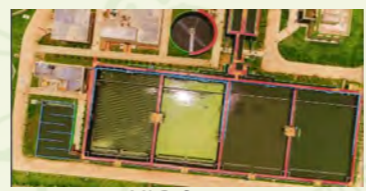
Blast Furnace, Rourkela Steel Plant, Odisha



400 kV Transmission Line, J&K



FGD (Flue Gas Desulphurising) plant construction in NTPC, Talcher



43.5 MLD Sewage Treatment Plant at Odisha



Gas Processing and Compression Facility ONGC, Rajahmundry, A.P



Food Processing Facility- ITC Panchla

1992 —  
1993 —  
1994 —  
1995 —  
1996 —  
1997 —  
1998 —  
1999 —  
2000 —  
2001 —



1.6 MW Turbine Set, Sunsari Morang, Nepal



2 x 120 MW Steam Generators, Vasilikos Power Plant Unit I & II at Cyprus



400 kV Switchyard, PGCIL, Orissa

## 1992-2001



2x800 MW Sri Damodaram Sanjeevaiah Thermal Power Station, Krishnapatnam, Nellore (Dist.), A.P.



New Parliament Building



220KV Sub-Station in Nepal



Diesel Locomotive facility - RVNL, Varanasi



National Maritime Heritage Complex



TPL Gulermak JV (Lucknow Metro)



IIT Jodhpur, Rajasthan



Rejuvenation of Amanishah Nallah (Dravyavati River), Jaipur, Rajasthan



Chennai Peripheral Ring Road

## 2012-2022

2012 —  
2013 —  
2014 —  
2015 —  
2016 —  
2017 —  
2018 —  
2019 —  
2020 —  
2021 —  
2022 —

## Managing Director's Message

### BUILDING SUSTAINABLE FUTURE

“Sustainability, to me, means the ability to meet and enhance our needs for today, without compromising the needs and wellbeing of tomorrow”



Dear Stakeholders,

Tata Projects takes pride in its role in Nation building but our commitment is not confined to building world-class infrastructure alone; but also build ecosystems that are safe, healthy, and sustainable in the truest sense.

The impact of the Global pandemic over the two preceding years were compounded by unforeseen global geo-political events over the last year, which influenced the Global sustainability goals set for our planet. Extreme climate events have become more frequent over the last year, impacting larger population across the globe, making runaway climate change more real than ever before.

In this complex environment, India stepped forward to make some laudable commitments at COP-26 held in Glasgow in Nov 2021.

The Tata Group, the pioneers in Sustainability and Energy transition in India, have also announced their ambitious Net Zero 2045 target and we must align our businesses goals to it.

I am fully committed to take Tata Projects through this exciting journey, as this provides tremendous business opportunity for us, while keeping our core principles at the centre, which is to contribute back to society and maintaining our commitments to nature, bio-diversity and environment issues.

We already have made notable progress in this path, and we intend to enhance our focus on providing technology lead solutions to environmental challenges that our industry faces.

During the year 2021-22, we continued to reduce the carbon footprint at our construction sites by using alternate materials M-sand & Fly-ash/GGBS in civil construction activities. We also initiated steps to increase usage of precast elements in our construction as it reduces wastage and is resource efficient. Today, over 90% of our project sites are using prefab structures for temporary facilities.

During the year 2021-22, we continued our commitment to build a culture of Zero-tolerance on safety violations. It is our firm belief our involvement in business should be safe towards the society, our workers and our community as a whole. Our emphasis on safety helped us achieve 216 million safe workhours across our project sites during the year. This also resulted in our managing accident frequency rate of 0.10 & accident severity rate of 59 for the year. Our focus remains to engage at all levels so as to achieve a safe and caring working environment.

We strongly believe that a diverse and inclusive workforce is fundamental to our future. During the year 2021-22, we took several steps to improve the diversity quotient of our company. As part of our commitment towards creating an equitable workplace, Indian Hotels Company (IHCL) has collaborated with TATA Projects Limited for the construction of the new Ginger Hotel at Santacruz, Mumbai by an all-woman engineering team.

We also directed our efforts around capacity building and talent management to build a future-ready organization.

As a Tata Group company, contribution to the society is in our DNA. During the year, our employees volunteered more than 9,800 hours to serve our planet and its people. Through our long-term sustainable community services, we have so far touched more than 22,800 lives.

During our 43 years of existence, Tata Projects has emerged as a preferred partner in executing large and complex industrial and infrastructure projects. For our journey ahead, we are seeking to transform ourselves to be sharper, more efficient, sustainable, technology and digital ready, to serve our customers better.

I am pleased to present our annual Sustainability Report for the fiscal year 2021-22.

**Vinayak Pai**  
Managing Director

# Our Concept

## Corporate Overview

Established in 1979, Tata Projects has emerged as one of India's diversified Engineering, Procurement and Construction companies and a preferred partner in executing large and complex industrial and urban infrastructure projects.

We entered the business with one motive: to ensure that we are able to simplify the complexities that are a part and parcel of infrastructure creation. To ensure this, we made sure that our capabilities, processes and services are not just the best in India, but at par with global benchmarks. Our experienced and extremely competent engineers, with the help of revolutionary

technologies, provide high quality, cost-effective, and time bound services.

We offer ready-to-deploy solutions for refineries, roads, bridges, integrated rail and metro systems, commercial buildings, airports, power generation, transmission and distribution systems, chemical process plants, water and waste management, and mining and metal purification systems, as well as third-party testing, inspection, and certification services.

Our technical competence, powerful technology platforms, supply chain prowess, and construction management enable us to execute great projects on

schedule while adhering to our unwavering safety and sustainability standards.

Through our construction of iconic structures or networks, we contribute to the building of the necessary infrastructure that simplifies and improves the lives of people. Each construction project is complex in itself, but the deployment of the right engineering skills, cutting-edge technology, construction philosophy, and managerial techniques can simplify the process while delivering the best solutions for the customer.

From implementing Balance of Plant and Transmission & Distribution projects a decade back, Tata Projects

has grown exponentially. Today, with its trademark quality, expertise and confidence, it executes large and complex projects in India and abroad that meets customer aspirations and improves the quality of life.

For years, we have achieved this seemingly impossible feat while setting new benchmarks for the industry. Our commitment to quality and on-time execution, added with our ability to integrate social and environmental concerns in our business operations, has enabled us to create long-term value for our stakeholders and for the society at large.

# Simplifying Complexities. Creating Value.

## Tata Projects being Future ready..

The construction industry is poised for progress through the application of technology. Advances in technology are redefining excellence in our business. A few years back, we embarked on a digital transformation journey of how we operate and execute our projects. We have travelled some distance since then. Our mix of applications and process changes are helping us monitor construction progress on major projects, keep track of man-material-machine and control costs. Our goals in digital transformation are reduced project delivery costs and improved time to construct with better quality, higher safety, and effortless collaboration. We shall continue to invest our energy and resources towards these goals.

As our country increasingly focuses on 'Make in India', there will be an associated need for state-of-the-art industrial infrastructure. Tata Projects is proud to contribute to the modernisation and augmentation of India's industrial capability to enable the nation to compete in the global portfolio.

Indian infrastructure has witnessed an epic transformation over last 25 years. Starting with National Highway Development Program in

1998, India has witnessed multi-trillion dollar investments to across power, highways, ports, airports, telecom etc. This has spurred further investment into industrial infrastructure.

As India invests further to improve its infrastructure backbone, easing supply chain bottlenecks, providing electricity, water, sanitation and healthcare to all, we look at road travelled so far, capabilities built within India and large opportunity ahead to build new India.

Over the years, we have been associated with marquee projects in India and abroad, delivering class, quality, and precision.

We are actively engaged in over 220 ongoing projects, where we are committed to protecting the environment and contribute to society by actions and contributions and which will provide substantial value to our customers.

To remain at the frontline of the industry, Tata Projects needs to continuously improve performance lead innovation, to sustain and shape its future as the leading engineering and infrastructure company in the future market arena.

## Designed to simplify

We provide ready-to-deploy solutions for refineries, roads, bridges, integrated rail and metro systems, commercial buildings, airports, power generation, transmission and distribution systems, chemical process plants, water and waste management and mining and metal purification systems, smart city solutions, and third-party testing, inspection, and certification services.

Our engineering excellence, robust technology platforms, supply chain expertise, and construction management help us to deliver quality projects on-time while meeting our uncompromising standards of safety and sustainability.

## Building on our fundamentals

At Tata Projects, we believe that a project has many complexities, construction should be the least of them. In an industry that is still evolving in terms of processes, digitalisation and global linkages, we are working towards setting industry benchmarks in terms of the way projects are being managed and delivered.

## Building our Reputation

We have executed projects in various geographies including India, South Asia, South East Asia, Middle East, and Africa.

We also provide comprehensive inspection, expediting, vendor assessments, asset integrity management and project management consultancy services.

We actively engage with clients to identify and propose solutions which can deliver better results and deploy their capital effectively.

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-three 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.

## Presence across the value chain



### Key Numbers

- > 5300 Employees
- > 220 Ongoing Projects
- > 60,000 Site Workers

# About Tata Projects



Tata Projects Limited, an unlisted closely held public company, is one of the fastest growing and most admired Engineering, Procurement and Construction (EPC) companies in India with more than four decades of expertise in executing large and complex urban and industrial infrastructure projects.

We provide ready-to-deploy solutions for refineries, roads, bridges, integrated rail & metro systems, commercial building & airports, and power generation, transmission & distribution systems, chemical process plants, water & waste management and mining & metal purification systems

We deliver projects on time using world-class management techniques and do not compromise on safety and sustainability.

Since inception of our business, we have executed several projects around the globe using world-class management techniques and state-of-the-art technologies, making a significant difference to our clients, end users and the society at large.

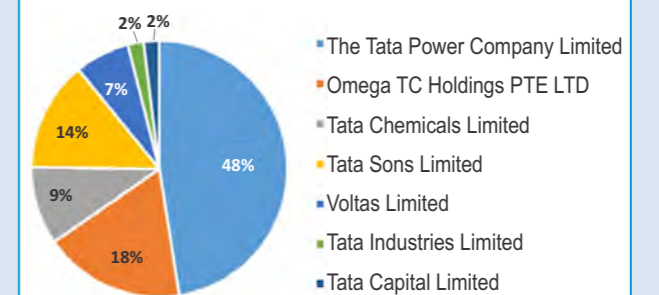
To create an impact and make a difference in the sector, we have a representation across Industrial Associations such as Confederation of Indian Industry (CII), Federation of Indian Export Organizations, The Federation of Telangana and Andhra Pradesh chambers of Commerce and Industry, Ministry of Commerce and Industry, Project Exports Promotion Council of India, Economic Research India Private Limited and Quality Circle Forum of India (QCFI).

Headquartered in Mumbai - Maharashtra, our operations are spread across Pan India. We also have International presence across UAE, South Korea, Kenya, Thailand, Nepal, Brazil, Ethiopia, Mali, Oman, Japan, West Africa, Kuwait, Philippines, Bangladesh, Burkina Faso and Peru.

## REVENUE BY COUNTRY

| Scale of Organization by Revenue (in INR Lakhs) |  |
|---|--|
| Name of the Country                             | Year ended 31 <sup>st</sup> March 2022 |
| India   | 13,05,612                              |
| Kenya   | 4                                      |
| United Arab Emirates                            | 7,121                                  |
| Korea   | 274                                    |
| Ethiopia  | 5,576                                  |
| Nepal   | 2,596                                  |
| Oman  | 131                                    |
| West Africa                                     | 4,604                                  |
| Mali  | 13,691                                 |
| Kuwait  | 205                                    |
| Japan   | 821                                    |
| Philippines                                     | 4,131                                  |
| Peru  | 190                                    |
| Bangladesh                                      | 748                                    |
| BURKINA FASO                                    | 709                                    |
| Tanzania  | 217                                    |
| Other Countries                                 | 479                                    |

## Share Holding Pattern



# Our Global Presence

## Delivering world-class projects across the globe

Over the last four decades, we have established our market position in India and grown our global footprint through marquee infrastructure projects.

### Global expertise, local presence

Over the last four decades, we have established our market position in India and grown our global footprint through marquee infrastructure projects.

**5,300 +**  
Employees

**220 +**  
Ongoing Projects

**60,000+**  
Site Workers

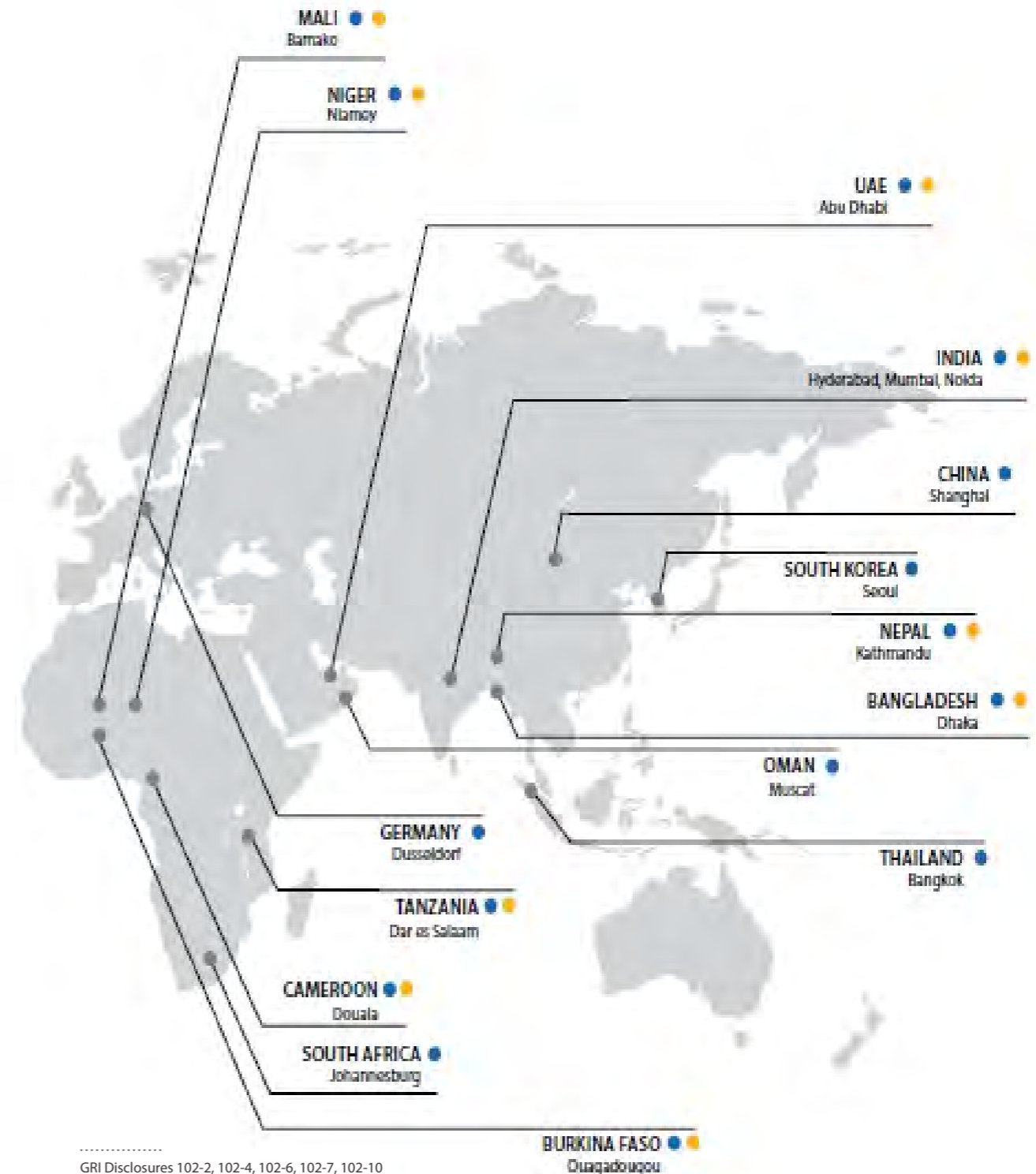
**13,531 Cr**  
Revenue (2021-2022)

**40**  
Countries

#### Certifications

- ISO 9001
- ISO 14001
- ISO 45001

- Offices of Tata Projects
- Project Locations



GRI Disclosures 102-2, 102-4, 102-6, 102-7, 102-10



# Mission, Vision & Values



### Mission

To make the world a more efficient, prosperous and safer place by providing sustainable Engineering and Construction Projects and Technology Services



### Vision

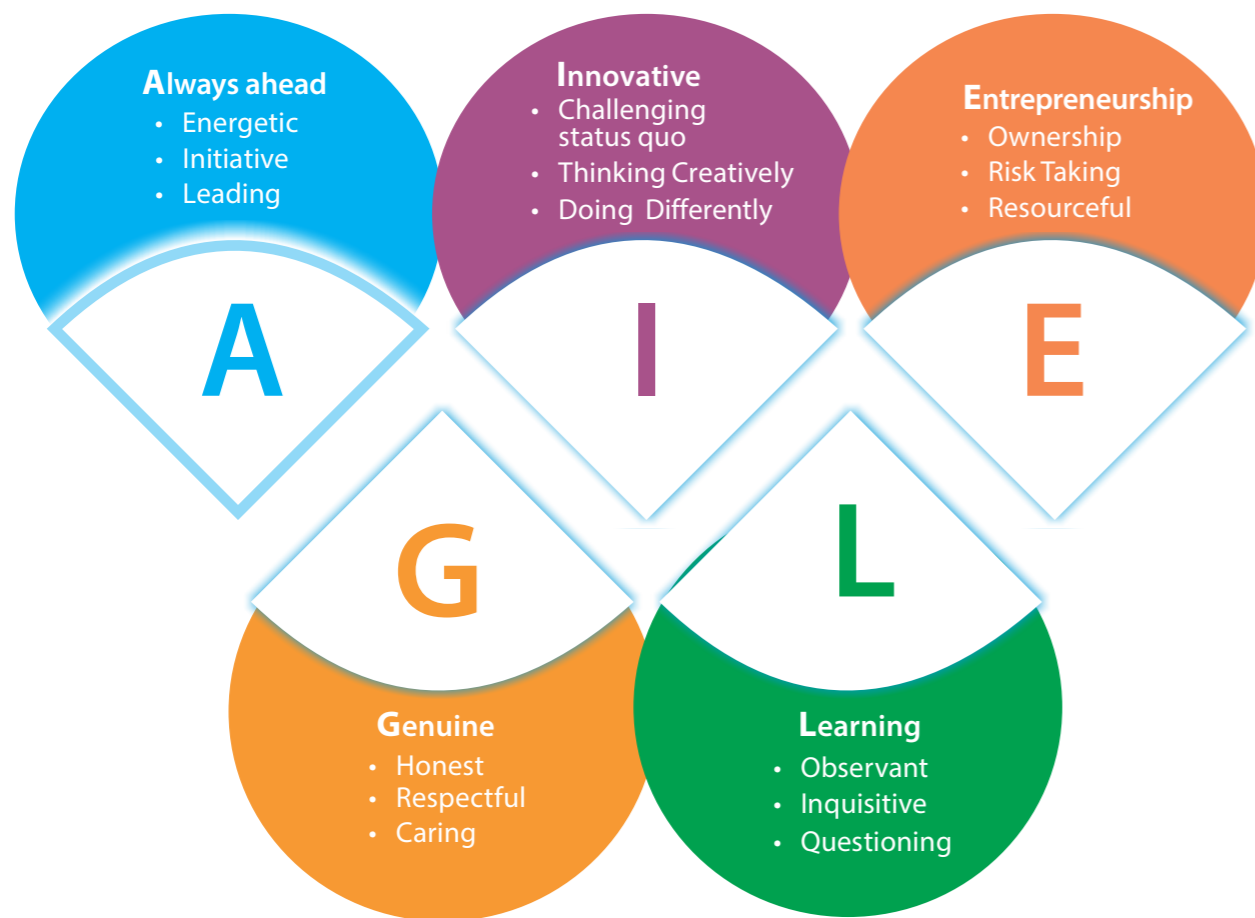
Among the top 50 global infrastructure companies (on-time always, responsible, caring, admired, respected)



### Values

- Integrity
- Pioneering
- Unity
- Responsibility
- Excellence

## Cultural Pillars



# Business Profile

## TATA PROJECTS

## Urban Infrastructure

### Overview

Tata Projects is executing projects in commercial and mixed-use building sectors, including data centers, hotels, warehouses, factories, hospitals, airports, smart cities and iconic structures. Our strength lies in providing EPC solutions for large and complex projects. In the residential buildings sector, we have projects in mass housing and premium high-rise buildings segments.

We are working on more than 60 construction projects across India, including marquee projects such as the New Parliament Building, Tata Electronics' Factory in Hosur, mega-scale data centers, BDD Worli redevelopment project, and Hiranandani Fortune City in Panvel. We recently won the National Maritime Heritage Complex project in Lothal, where project execution has already commenced. In the data centres sector, we have built world-class Data Centres of varied specifications across India.

### Key highlights FY 2021-22

- Tata Projects to build the National Maritime Heritage Complex (NMHC) in Lothal region, Gujarat. The NMHC will be dedicated to the maritime heritage of India and shall showcase the nation's rich and diverse maritime glory
- The company successfully set-up India's first two smog control towers in Delhi
- The all-new Ginger hotel at Santacruz, Mumbai is being built by an all-woman team.



Hiranandani Panvel



New Parliament Building

# Oil & Gas

## Overview

We offer state of the art solutions in Oil, Gas, and Hydrocarbons to the Indian and Middle Eastern markets. We have strong capabilities across the value chain with product offerings including onshore oil field development, Refinery, 2G bio-ethanol refineries, fertilisers, gas compression stations, LNG re-gasification, Onshore Oil Processing Units, utilities and offsite facilities.

We undertake the establishment of crude oil storage terminals and handling facilities, EPC of refinery process units and petrochemical projects. We also have a strong service offering in this sector including repairs and refurbishment solutions, inspection and expediting services, vendor assessments, and others. Some of other clients include ONGC, HPCL, BPCL, Cairn Energy, ADNOC, and EGPC among others.

## Key Highlights FY 2021-22

- We are currently setting up a crude distillation unit and vacuum distillation unit, vacuum gas oil hydrotreating unit and delayed coker unit for the Rajasthan refinery of Hindustan Petroleum Corporation Limited.



Gas Processing and Compression Facilities in Rajahmundry



HPCL Rajasthan Refinery Ltd. (HRRL)

# Transportation

## Overview

We have a strong track record in providing solutions for airports, expressways, highways, railway corridors and elevated and underground metros, bridges, tunnels, inland waterways, and ports. Our focus areas are airports, niche road projects including expressways and Railway infrastructure including mass rapid transit systems.

## Airports

We have been a leading player in Airport construction and have a strong track record of delivering projects on time. In June 2022, we were awarded a contract to construct the terminal, runway, airside infrastructure, landside facilities and other ancillary buildings and utilities at the Noida International Airport.

## Railways / Metros

We have proficiency in designing and executing complex rail projects and

integrated mass rapid transit systems such as elevated and underground metros. We have successfully constructed stations, tunnels, track works, Mechanical, Electrical and Plumbing (MEP) works, overhead electrification, substations, signalling and telecommunication works.

## Roads / Bridges / Highways

We have expertise in providing EPC solutions for highways and

expressways, bridges, tunnels and associated structures. The segment is aligned to tap market opportunities and the overall focus remains on acquiring niche and high-value projects with AAA clients to drive profitable growth.

## Key Highlights FY 2021-22

- Uchit Expressway: This 94km expressway project in the states of Rajasthan received commercial operation certificate in April 2022
- Karimnagar Cable Stayed Bridge received completion certificate in June 2021
- Dharamshala Ropeway is complete and handover has started
- Chennai Metro - Phase-II - CMRL (Recently commenced project)
- Ramban to Banihal Section - Package 1 -NHAI (Recently commenced project)
- Chennai Peripheral Ring Road - TNRDC (Recently commenced project)
- Mumbai Trans Harbour Link Package 2 has achieved major feat by completion of all piling works as well as erection of the first span (70m) of the 'orthotropic steel deck' deploying high-end technology equipment and global best practices.



Dharmshala Ropeway



Karimnagar Cable Stayed Bridge



Uchit expressway

# Space & Nuclear

## Overview

We have contributed to India's space and nuclear programmes at Indian Space Research Organisation (ISRO), Bhabha Atomic Research Centre (BARC), and Nuclear Power Corporation of India Limited (NPCIL), for whom we develop complex structures and offer on-site integration services.

Our Space sector building capabilities include semicryogenic and cryogenic engine testing facilities, a Trisonic Wind Tunnel, and space launchpads

Integrated Cryogenic Engine and Stage Testing Facility  
Cryogenic Fuel Storage Facility



Integrated Cryogenic Engine and Stage Testing Facility



Cryogenic Fuel Storage Facility

GRI Disclosures 102-2, 102-7

# Metal & Minerals

## Overview

We provide end-to-end, customised solutions for Ferrous and Non-Ferrous industries using cutting-edge technology. In addition to EPC and assurance services, we have a strong service offering of Operations, repair and maintenance (O+R&M) solutions for the metals and minerals sector.

## Key Highlights FY 2021-22

- Secured new order from Tata Steel for balance supply of building structure, civil works, and electromechanical services in commissioning services for 6 MTPA iron ore processing plant at Noamundi Iron Mines
- Completed performance guarantee test in Bhilai Steel Plant water package
- Successfully commissioned coal circuit in RINL COB #5 project at Vizag.



GRI Disclosures 102-2, 102-7

RINL- Coke and Coal Handling plant



CHP NTPC Darlipali – 2X800 MW

# Power

## Overview

We service the entire value chain in the power sector, including power generation, transmission, last mile distribution, smart grid solutions and inspections. We have expertise in coal and gas based super critical technologies and have established global supply chain and relationships with leading global technology providers. We are preferred by customers due to our proven track record of delivering projects with adherence to safety and quality. We are currently executing flue-gas desulfurisation projects for more than 9,000 MW power capacity of NTPC and Tata Power.

International Business has strengthened its footprint in Africa with new orders totalling US\$ 323 million. It accomplished its first milestone by commissioning the Sikasso Sub-Station in March 2022.

## Key Highlights FY 2021-22

- Achieved a major milestone of successfully charging NDCT for continuous seawater application at 1 X 800 MW SDTPS Krishnapatnam Stage II project
- Successfully commissioned DM water plant and CW Pumps in NTPC Ramagundam
- Successful completion of 150m high RCC chimney within record time of 71 days in NTPC Talcher Flue Gas Desulphurisation project.
- Completed 765 kV double circuit Loop In Loop Out Fatehgarh-Bhadla Transmission Line of 78- km in Rajasthan
- New Butwal 220/132 kV substation was inaugurated in Nepal.



220 kV Kushma Substation Nepal



Sub-station project in Mali

# Water

## Overview

We provide comprehensive industrial and municipal water treatment solutions, including river rejuvenation, water supply systems, sewage systems, water desalination, and wastewater treatment plants. In addition, we build river water and ocean intake systems.

To execute various projects in this area, we use our in-house design, technological collaborations, and real-time project monitoring. We also emphasise the circular economy and provide one-of-a-kind solutions to varied clients for turning wastewater to drinkable and industrial water. We supply packaged reverse osmosis (RO) water purification systems in rural locations with capacities ranging from 200 to 10,000 litres per hour.

Our current ongoing projects include Hanota and Banda Dam, water supply projects at Bhind, Sagar and Bhopal, STPs in Bhubaneswar and Dravyavati river rejuvenation project. Additionally, there are opportunities in some of the key government water initiatives such as Jal Jeevan Mission, AMRUT 2.0, Swachh Bharat Mission – Urban 2.0, Namami Gange, river linking project.



Concrete Dam Construction, Banda



Sewerage Treatment Plant, Ujjain

## Subsidiary Companies

The Company has 10 subsidiaries, 4 associates and 2 joint venture companies as on March 31, 2022. There has been no material change in the nature of the business carried on by the subsidiaries and JV.

# Creating Value ... for INDIA

## Our commitment towards India's Growth

In order to deliver customer value, it is imperative that longstanding processes of delivery and construction methodologies are made smarter, more efficient and sustainable. With an aim to grow sustainably, several initiatives have been implemented to bring in technology and analytics into the operations and processes.



## COMPANY AT A GLANCE



### Operational

1. Operation in 40+ countries
2. 220+ On-going project
3. 30+ Key Projects completed
4. 10 Projects of National importance inaugurated

### Workforce

1. 5,300+ total employee
2. 60,000+ site workforce
3. 216 safe million man-hours

### Economic

1. Revenue INR 13,531 Cr.
2. Operating profit INR 142 Cr.
3. Order booking INR 14,800 Cr.

### Social

1. 22,823 lives impacted through our CSR activities
2. 9,812 Employees volunteering hours
3. 8,356 adolescents to completed secondary Education with a high level of employability skills
4. 3 lakhs Cu.M water harvesting structures were created & 3,712 community members were benefited
5. 4,559 community members were engaged in various farm and non-farm skills
6. Relief to facilities like Health infra (Oxygen Concentrator - 12 nos) supported to 6 nos Government Hospitals
7. Services of Anganwadi and Health systems at village level were complemented & supplemented to reach 4,849 community members belonging to ANC, PNC, New born <2 years children's & adolescent girls
8. 1,125 youth were skilled in various skill development program

### Environment

1. 3,73,030 KL water recycle & reuse
2. 87% LED lighting across TPL
3. 35,179 Nos. sapling planted

# Our Key Projects

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.

Constructing Semi-cryogenic Fuel System & Cryogenic Engine Testing Facility for ISRO



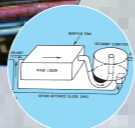
Completed 1,700 Track KM. Electrified Railway Network



Constructing India's Iconic New Parliament Building



Constructing 43.5 MLD Sewage Treatment Plant in Odisha (WATCO)



Commissioned 351 km. of Bhaupur-Khurja section of Eastern Dedicated Freight Corridor Project



220+ Projects Under Execution



## Fortifying our Business fundamentals

At Tata Projects, we believe that a project has many Complexities construction should be the least of them. In an industry that is still evolving in terms of processes, digitalisation and global linkages, we are working towards setting industry benchmarks in terms of the way projects are being managed and delivered.



### Customer-first

We delight our customers through our end-to-end turnkey solutions delivered on time and within budget.



### Diversified footprint

We have expertise in delivering world-class projects a variety of industries, including power, water, metals and minerals, space and nuclear, transportation, urban infrastructure, oil and gas, and industrial.



### Simplifying complexities

We provide simple and innovative solutions to deliver complex projects through skilled talent and global best practices in technology and process.



### Digital infrastructure

Our digital capabilities, partnerships and use of cutting-edge technology in construction and project management enable quick delivery, higher productivity, lower costs, and greater control over the project execution lifecycle.



### Global supply chain

Our long-standing relationships with suppliers across the world via our JVs and subsidiaries have led to successful projects in India, South Asia, Southeast Asia, the Middle East, and Africa, among other places.

We strategically collaborate with the technology leaders to ensure that we are able to execute world-class projects and our clients have best-in-class services.

## Sustainability... Tata Projects

As a Global leader in India's construction and infrastructure sector, Tata Projects is committed to its business responsibility. Our business vision pursued the triple bottom line approach while conducting business socially, economically, and environmentally to benefit current and future generations. Environmental responsibility and social commitment are taken into account in addition to our economic performance as we chase sustainable growth. We have embraced construction practices that are sustainable, ensure judicious use of natural resources, minimize the impact on the environment, and safeguard the eco-system.

With an aim to grow sustainably, several initiatives have been implemented to bring in technology and analytics into the operations and processes. TPL continually upgrades its technology and systems in order to build efficiencies leading to reduction in adverse environmental impact. During FY 2021-22, we continued to conduct capacity building workshops across the project sites and offices for institutionalising sustainability across the organisation and stakeholders. The Business Sustainability Plan for the year laid the foundation for all sustainability initiatives and reporting.

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/>

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, 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 Human Resource Officer (CHRO), Chief Operating Officers (COO)s of the four SBGs, and chaired by the Managing Director, provides guidance and strategizes the sustainability related initiatives. The COOs review monthly sustainability performance at the SBG level. The governance model for sustainability management is illustrated below.

-  **CSR Safety and Sustainability Committee**
-  **Sustainability Steering Committee**
-  **Sustainability Working Committee**
-  **Sustainability Champions**
-  **Sustainability Champions at Site: RCM**
-  **SBG, SBU, Site Sustainability SPOC**

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

# Sustainability Pillars at Tata Projects Limited



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

**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

## Quality, Safety & Sustainability (QSS)

Quality, Safety & Sustainability (QSS) has been migrated to SBG Services to manage the Quality, Safety & Sustainability functions for TPL EPC as an internal customer. The aim is to integrate, transition & transform the service delivery model and over time and in a phased manner transition to a fully outsourced managed services model. The plan is to drive synergies, standardization, and simplification of the operations & during the next fiscal ensure that QSS is run as a fully digitized and integrated function. The QSS unit was transitioned to SBG Services leadership in Oct'20. Some of the key initiatives that have been delivered during the current integration & transition phases are listed below.

- Digitized Operations Management for all QSS resources, encompassing On-boarding to De-boarding, Skill-based project allocation with timesheet & reimbursement automation.
- Digitized Work Management for QSS (Quality & Safety functions), covering RFIC, PTW, Customer Assessment, Incident Reporting, Good Practices, and accessible over both web & mobile
- Automated MIS & analytics, with data capture at source, eliminating errors, inaccuracies & improving efficiencies.
- Conceptualization of composite QSS Index for projects, IoT enabled sustainability monitoring and reporting.

## Assurance Services

Assurance Services Business Unit (AS), is a leading global service provider for Supplier Quality, Field Quality & Safety, Expediting, Desk Services, Asset Integrity Management, P- OEMS & Lender/Owner Engineer Services. AS operates across the life cycle of Pre- construction - Construction - Post- construction. AS global clientele includes Asset Owner, EPC Contractors, Equipment manufacturer, Financial Institutions & their supply chains across 40+ countries with primary focus in industrial & infrastructure sectors.

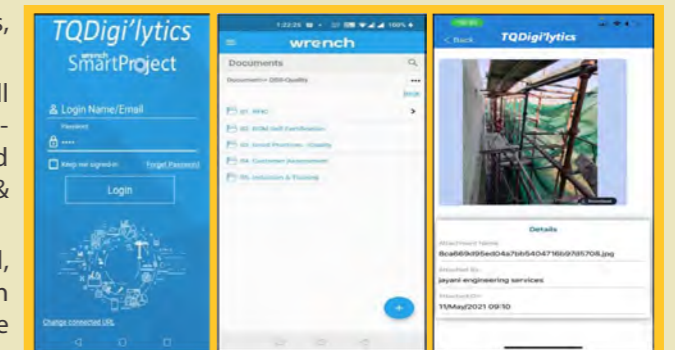
## Project Services

Project Services business unit provides cutting-edge technology solutions & services for the construction industry across the asset life cycle. These services include BIM (Building Information Modelling), IPMS (Integrated Project Management Services), 2D based PMC and 3-4-5 D BIM 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.

## Maintaining Standards in processes

At Tata Projects, we believe that quality construction provides long-term value. Our focus has always been to build better and safer quality infrastructure. The following digital modules are implemented

- Digitized Work Management for QSS-Quality covering RFIC, Customer Feedback on Quality, Good Practices, Quality Induction training & Tool box talk and accessible over both web & mobile.
- Automated MIS & analytics, with data capture at source, eliminating errors, inaccuracies & improving efficiencies.
- Digitized Operations Management for all QSS resources, encompassing On-boarding to De- boarding, Skill-based project allocation with timesheet & reimbursement automation.
- 450+ checklists in Civil, Mechanical, Electrical disciplines are deployed in TQDigi'lytics platform for ensuring the Quality requirements at the project sites.



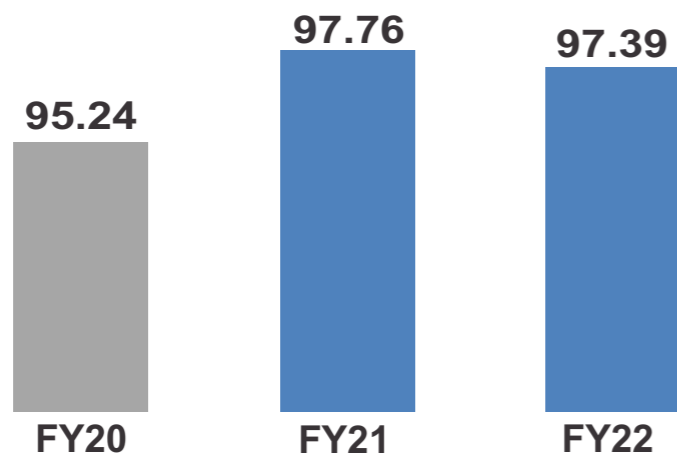


### Quality Compliance Index (QCI)

The focus on "First Time Right" with the aim of "Zero Rework" in its commitment towards quality is the hallmark of TPL. The systems and processes are designed to deliver value throughout the project life cycle. The construction quality of the project is measured through Quality Compliance Index(QCI) on a monthly basis which is the Quality health card of the project.

#### Trends of QCI Score

##### Quality Compliance Index Score in %

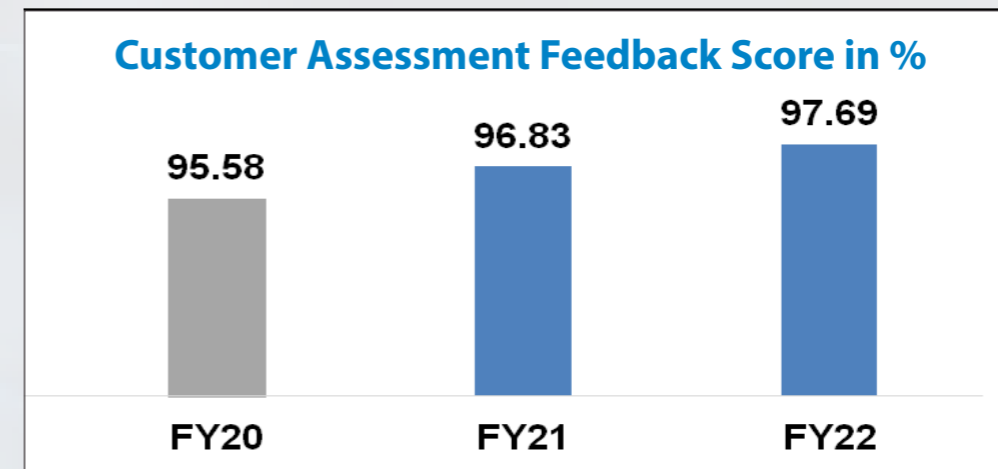


The continuous improvement actions resulted in achieving a QCI score of 97.39% in FY22.

### Voice of Customer on Quality

Being a customer centric organization QSS-Quality continually focuses on the Voice of Customer and captures quarterly customer feedback on Quality. The critical customer concerns & actionable suggestions are discussed in review meetings for appropriate corrective actions.

### Trends of Customer Assessment Feedback Score

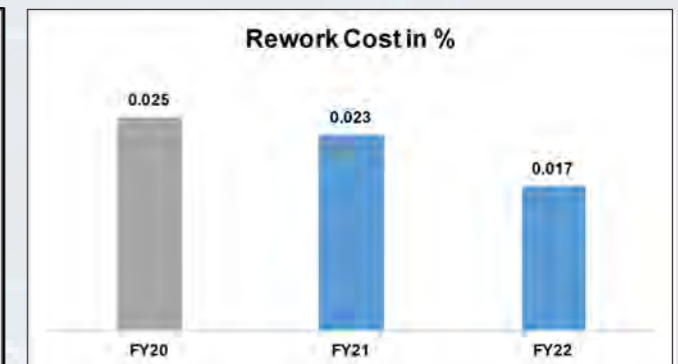
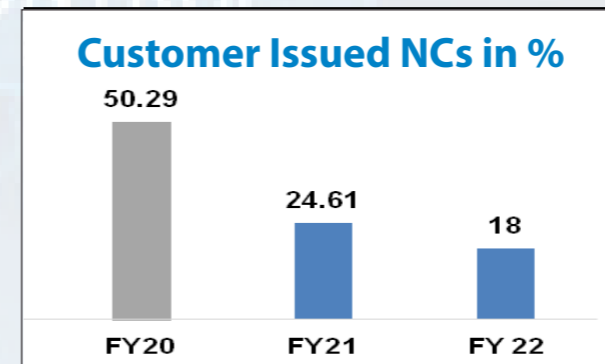


#### Sustainability Indicators – QSS-Quality

Through process stabilization, improvement and new initiatives, QSS-Quality has aligned itself towards a sustainable Quality Management Model with continuous & significant progress.

Continuous monitoring of various Quality parameters such as QCI score, Customer Assessment score, % of Customer issued NCs, rework cost, etc., ensured a strong & sustained model of operation & customer retention.

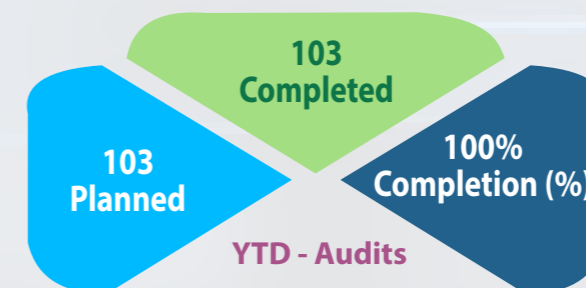
The Customer issued NCs are brought down to 18% at Enterprise level which is an improvement indicator.



The rework cost stands at 0.026% of achieved turnover which is significantly below the internal capping of 0.1% of TO.

The implementation of digital platform for Quality monitoring at project sites primarily through mobile helped in energy efficient operations.

- Audit, Assurance & Guidance (AAG) Team is established within the QSS-Quality team for scheduling, monitoring & reviewing the Integrated Management System (IMS) Audits & Quality Management System (QMS) Audits at project sites which helped in identifying process gaps and implementing CAPA for overall improvement in Quality Management.
- Most of the Internal IMS Audits are conducted using TRIM module remotely thus eliminating the huge amount of travel cost.



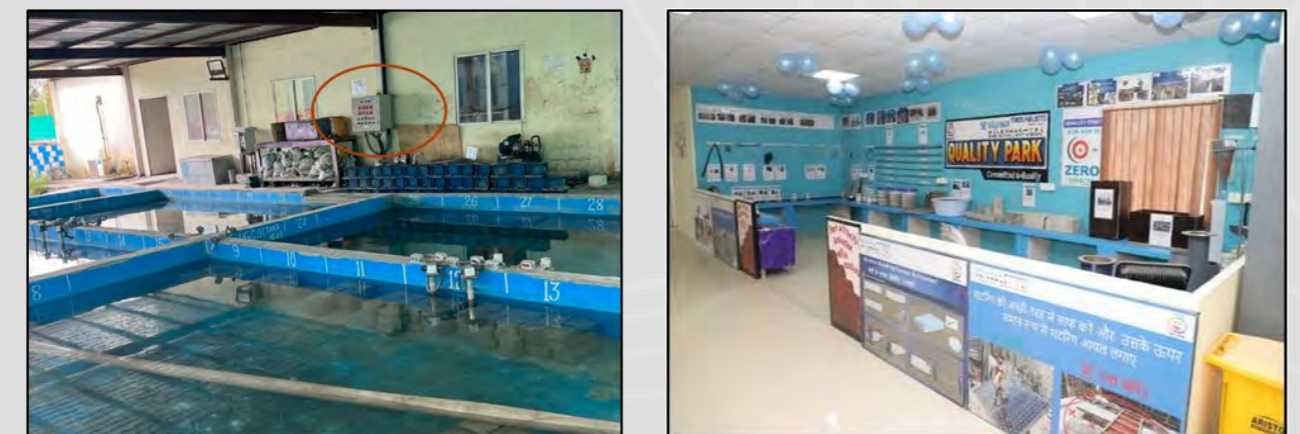
**Building Quality Culture**

The World Quality Day is celebrated every year in Head office, Regional offices and all project sites to promote the Quality culture across the organization. The senior leadership participates very actively in motivating the employees.

The project site across all the TPL business units took part in National Quality Day Celebration, 2022 & organised variety of activities e.g. seminars, presentations, pledges etc. at their respective workplaces.



**Quality Lab**



**Curing Tank**

**Quality Park**








## Process Excellence

In our pursuit of process excellence, we facilitated revision and rollout of various processes of the Enterprise Process Management (EPM) framework, policies, and guidelines across functions including Strategy, Business Acquisition, Project Cost Management, Project Execution, Construction, Sustainability, Finance & Accounts, IT, Legal, Tower Manufacturing Unit (TMU), and CSR. EPM continues to be the master-repository of key organisational processes and systems, which define the business protocol.

TPL aims to strengthen business processes and focus on operational excellence using Tata Business Excellence Model (TBEM). Tata Projects conducted SBU wise TBEM Internal Assessments in 2021. The seven SBUs that participated include: Power & Metals, Construction & Environment, Transmission & Distribution, Transportation, Heavy Civil Infra, Urban Built Form, and Assurance Services. The seven assessment teams included External (from other Tata Group companies) and qualified Internal Assessors. The Final Feedback from the assessment provided Opportunities for Improvement (OFIs). SBUs have developed action plans and the OFIs are being addressed. Common themes across SBUs have been identified for which the Corporate Functions have drawn up action plans, which are being executed. Final feedback analysis and SBU wise actions were presented to MD and the Senior Leadership team for their inputs and direction. The Business Excellence (BE) team is facilitating the SBUs to ensure implementation of action plans through nominated BE Leads at SBU/ Function Level.

Tata Projects successfully completed the first Surveillance audit of the Integrated Management System, which includes the Enterprise Standards: ISO 9001, ISO 14001 and ISO 45001

*We established Centres 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 Centres of Excellence (CoE) is described below.*

|   |  |  |  |
|---|--|--|--|
| <p><b>FINANCE</b></p>  <p>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.</p> | <p><b>SUPPLY CHAIN MANAGEMENT</b></p>  <p>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.</p> | <p><b>HR</b></p>  <p>The CoE provides consistent, cost-effective and time-bound HR services to all our employees.</p> | <p><b>QUALITY</b></p>  <p>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.</p> |
| <p><b>SAFETY</b></p>  <p>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.</p>  |  |  |  |

in Jan 2022. External auditors appreciated TPL systems and processes and identified some areas for Potential Improvements (PI). Action plans have been executed by the respective Process/ Action Owner for the identified Potential Improvements.

Tata Projects organized Innovation Day on 15th September 2021. This day was used as an opportunity to appreciate the need for and generate interest in Innovation & Improvement. A panel discussion was held, where Senior Leaders from Tata Projects shared their thoughts on 'Innovation at Projects'. The session was facilitated by Mr. Ravi Arora (Head Group Innovation, Tata Sons) and panel members were Mr. K Satyanarayana (COO - SBG Industrial Systems), Mr. Ravishankar Chandrasekaran (Head - SBU Urban Built Form) and Mr. Somnath Nandan (Vice President - Engineering (SBG Urban Infra)).

Four teams from Tower Manufacturing Unit (TMU), Nagpur participated in the Quality Circle Forum of India, Nagpur Convention 2021, held on 24th October 2021. Our teams won 3 "SUPER GOLD" trophies, a "GOLD" trophy and the "Ashok Gadge" award (special award category). They competed with 115 teams from renowned companies like CEAT, Mahindra and Mahindra, MOIL India, NTPC, JSW Steel, Hindalco and other organizations.

The Innovation Day 2020 winning project on 'Stringing of Transmission Lines Using Drones' for the 400kV Silchar-Misa T/L Project advanced to the "Finals" at the Tata Innovista 2021 Group level. This innovation has a strong sustainability focus. It helps in "laying" cables between transmission towers without felling trees.

## Health, Safety & Environment

### Our Approach for life...

TPL is committed to provide consistent safe workplace and protect the environment. To achieve it, HSE considerations are integrated in the overall management systems and operations.

HSE is everyone's prime responsibility, Senior Leaders are expected to demonstrate visible commitment through their behaviour. We aspire to become leader and be a benchmark in HSE performance in all our business sectors. The website of the company for getting more information on our OHSE policy through the web links below: <https://tataprojects.azureedge.net/wp-content/uploads/2022/12/OHSE-Policy.pdf>

To ensure continuous improvement in safe and healthy work environment, we incorporate incident data analysis, feedback from stakeholders, changes in relevant laws and rules as well as business requirements, and adopt global best practices. The intention is to drive synergies, standardisation and simplification.

#### We have undertaken several initiatives during the year, including:

- **TQDigi'lytics:** A complete digital platform for Safety Work Management.
- **QR Code based online reporting:** An auto generated digital Safety MIS for concerned stakeholders
- **Leadership Session for Project Leaders:** Boot camps for fear-less safety leadership and impactful communication
- **Collective learning session by leadership:** Live sessions by operational leaders to convey the learnings from an incident to avoid recurrence
- **Interactive session with top leaders (MD & CEO):** Session to convey the expectations and way forward
- **Competency building of EHS professionals:** Participation in Internationally recognised certification course (IOSH Level-II by British Safety Council)
- **Focused Risk Reduction plan:** Initiative for minimising the risk based on the previous incident analysis (e.g. - Monsoon Safety)
- **Safety Triggers:** Release of Safety Triggers across organisation on regular basis to improve awareness.
- **Felt leadership:** Focused site safety visit and feedback on overall site safety condition by senior leaders.
- **OCPs:** Review and upgradation of OCPs and activity monitoring formats /checklists.



# CORPORATE GOVERNANCE

Being a premier infrastructure company in India and contributing to the Nation Building, Tata Projects is committed to its role as a corporate citizen and endeavours to adopt the best practices and the highest standards of corporate governance through transparency in its business operations, accountability to its customers, investors, regulators and other stakeholders. The Company's activities are carried out in accordance with good corporate practices and the Company is constantly striving to better these practices by adopting best practices.

The Company believes that governance practices enable the Management to direct and control the affairs of the Company in an efficient manner and to achieve the Company's goal of maximising value for all its stakeholders. The Company will continue to focus its resources, strengths and strategies to achieve its vision, while upholding the core values of transparency, integrity, honesty and accountability, which are fundamental to Tata companies.

As a part of the Tata Group, the Company has a strong legacy of fair, transparent and ethical governance practices. The Corporate Governance philosophy is further strengthened with the adherence to the Tata Business Excellence Model (TBEM) as a means to drive excellence.

The Company has adopted the Tata Code of Conduct (TCoC) for Executive Directors, Senior Management Personnel and other Executives and Employees, which is available on the website of the Company at <https://www.tataproyects.com/>. The Company has received confirmations from the EDs as well as Senior Management Personnel regarding compliance of the Code during the year under review. The Company has also adopted the Code of Conduct for Non-Executive Directors of the Company which includes the Code of Conduct of Independent Directors, which suitably incorporates the duties of Independent Directors as laid down in the Companies Act, 2013.

In addition, the Company has also adopted a Vigil Mechanism, a Fair Practices Code, an Affirmative Action Policy, a Policy against Sexual Harassment at the Workplace, Governance Guidelines for Board Effectiveness, an Occupational Health and Safety Management System, Anti-Bribery and Anti-Corruption Policy and Whistle Blower Policy. The Company signed the Tata Brand Equity and Business Promotion ("BEBP") Agreement with Tata Sons Private Limited for subscribing to the TATA BEBP Scheme. The Company abides by the TCoC and the norms for using the Tata Brand.

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 on the basis of 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.

**Tata Projects Governance Structure**

**Board of Directors as on Nov22**

|   |  |
|---|--|
| <b>Non-Executive Chairman</b>               | <b>Banmali Agrawala</b>  |
| <b>Directors</b>                            | <b>Sanjeev Churiwala</b><br><b>Sanjay Kumar Banga</b><br><b>Ritesh Mandot</b>  |
| <b>Independent Directors</b>                | <b>Neera Saggi</b><br><b>Sanjay V Bhandarkar</b>   |
| <b>Managing Director</b>                    | <b>Vinayak Pai</b>   |
| <b>Observer</b>                             | <b>J. Niranjana</b>  |
| <b>Company Secretary</b>                    | <b>B S Bhaskar</b>   |
| <b>Executive Committee</b>                  | <b>Vinayak Pai</b><br>Managing Director<br><b>Sanjay Sharma</b><br>Chief Financial Officer<br><b>Rahul Shah</b><br>Chief Operating Officer<br>SBG- Urban Infra   |
| <b>Management Committee with EC members</b> | <b>Vinayak Pai</b><br>Managing Director<br><b>Sanjay Sharma</b><br>Chief Financial Officer<br><b>Rahul Shah</b><br>Chief Operating Officer<br>SBG- Urban Infra<br><b>Ganesh Chandan</b><br>Chief Human Resource Officer<br><b>Himanshu Chaturvedi</b><br>Chief Strategy Officer & Head<br>Business Development<br><b>Ms. Pratixa Davawala</b><br>Chief Compliance Officer<br><b>Ms. Apeksha Balan</b><br>Head Transformation |



**Fiscal Accountability**

Tata Projects follows the Indian Accounting Standards (IND-AS) 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.

**Selection of Board members**

We follow Tata Group Guideline 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. Annual Report containing Board Report and statutory financial statements contains all the mandatory disclosures required to be made as per Companies Act.

As on March 31, 2022, the Company had 08 (eight) Directors. Out of whom, 02 (two) were Independent, including a Woman Director; 04 (four) were Non-Independent, Non- Executive Directors; 01 (one) Investor Representative Director and 01 (one) Managing Director.

As on Oct 31, 2022, 02 (Two) were Independent, including a Woman Director; 03 (Three) were Non-Independent, Non- Executive Directors; 01 (One) Investor, Representative Director; 01 (One) Managing Director.

The profiles of Directors can be found on the Company's website

<https://www.tataproyects.com/>.

During FY 2021-22, none of the Directors acted as Member in more than 10 Committees or as Chairperson in more than 5 Committees across all listed entities where they serve as Directors. For determining limit of the Board Committees, chairpersonship and membership of the Audit Committee and Stakeholders' Relationship Committee.

**Meetings of the Board of Directors and Committees**

Details of the Meeting of the Board of Directors and various Committees of the

Board held during FY 2021-22 are given below:

| Meetings of                               | Date of Meetings  |
|---|---|
| Board Meeting                             | April 28, July 30, September 9, October 5, October 19, October 22, 2021, January 10, January 27, February 1, March 29, 2022<br>(Time gap between two consecutive Board meetings was not more than 4 months) |
| Audit Committee                           | April 16, April 28, July 30, August 11, September 23, October 22, December 12, 2021 and January 27, 2022  |
| Nomination & Remuneration Committee       | April 28, May 18, September 9, October 4, December 12, 2021   |
| Corporate Social Responsibility Committee | June 30, 2021   |
| Projects Review Committee                 | April 16, May 10, June 15, July 21, August 27, September 23, October 25, November 23, December 28, 2021, January 18, February 16, March 17, March 29, 2022  |

**Board Evaluation**

The Board of Directors has carried out an annual evaluation of its own performance, board committees, and individual directors pursuant to the provisions of the Act and SEBI Listing Regulations. The performance of the board was evaluated by the board after seeking inputs from all the directors on the basis of criteria such as the board composition and structure, effectiveness of board processes, information and functioning, etc.

The performance of the committees was evaluated by the board after seeking inputs from the committee members on the basis of criteria such as the composition of committees, effectiveness of committee meetings, etc.

In a separate meeting of independent directors, performance of non-independent directors, the board as a whole and the Chairman of the Company was evaluated, taking into account the views of executive directors and nonexecutive directors.

The Board and the Nomination and Remuneration Committee reviewed the performance of individual directors on the basis of criteria such as the contribution of the individual director to the board and committee meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc.

In the board meeting that followed the meeting of the independent directors and meeting of Nomination and Remuneration Committee, the performance of the board, its committees, and individual directors was also discussed. Performance evaluation of independent directors was done by the entire board, excluding the independent director being evaluated.

**Policy on Directors' Appointment and Remuneration and other Details**

Pursuant to Section 178 (3) of the Act, based on the recommendation of Nomination and Remuneration Committee, the Board had adopted Group Guidelines on the Remuneration Policy for determining qualification, positive attributes and independence of a director and the remuneration for the directors, key managerial personnel and other employees

**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 Management**

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 organization, i.e. Enterprise risks could be categorized as Business, Enterprise Portfolio, Organization, Capital resource and Ethics & Governance risks. The Risk Management Committee comprises of Managing Director and senior officials of the Company. There is an adequate risk management mechanism. Board and Audit Committee reviews major risks regularly.

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

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

**Legal and Regulatory Compliance**

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

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**

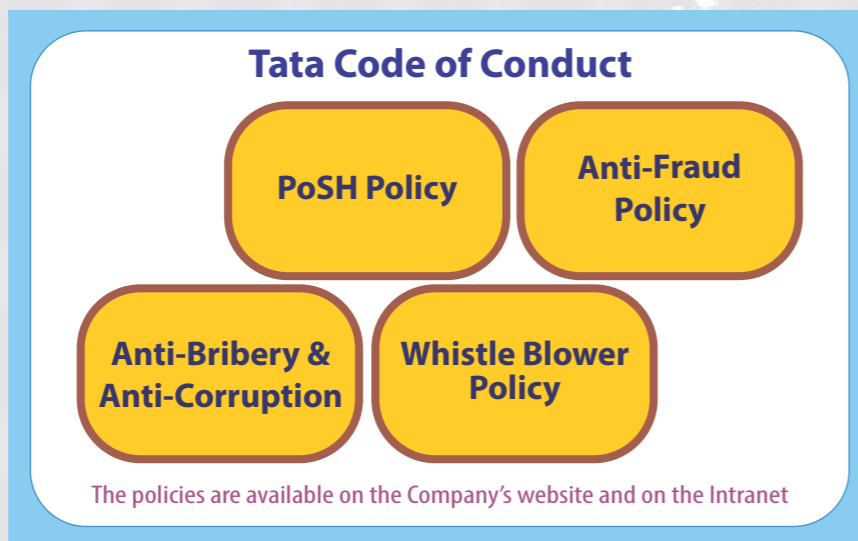
At Tata Projects, our business is guided by our core values - Integrity, Pioneering, Unity, Responsibility and Excellence and AGILE cultural pillars. These values and culture serve as a road map for sustainability and guide all our business decisions and operational activities, globally. We are conscious 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](mailto:counsellor@tataprojects.com) and [tpl-whistleblower@tataprojects.com](mailto: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.



**TCoC- Ethic's organogram FY 21-22**

**Apex Ethics Council (AEC)**

|   |   |
|---|---|
| Mr. Vinayak Pai   | Managing Director / Chief Ethics officer & Head - AEC |
| Mr. Ganesh Chandan  | Chief Human Resource Officer (CHRO) - Member          |
| Ms. Pratixa Davawala                                      | Chief Ethics Counsellor (CEC) & Convener of AEC       |
| Local Ethics Counsellors (LECs) & Lady Ethics Counsellors |   |

**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           | 8          | 100                                    |
| 2     | <b>Employees</b>          |            |  |
| a     | Number of Employees       | 5327       | 100                                    |
| b     | Top Management            | 9          |  |
| c     | Senior Management         | 169        |  |
| d     | Middle Management         | 1082       |  |
| e     | Junior Management         | 2768       |  |
| f     | Supervisory               | 959        |  |
| g     | Others                    | 340        |  |
| 3     | <b>Other Stakeholders</b> |            |  |
| a     | Supplier (Manufacturer)   | 1295       | 100                                    |
| b     | Sub-Contractor            | 3862       |  |
| c     | Dealer/Distributor/Trader | 2034       |  |
| d     | Transporters              | 398        |  |
| e     | Other Service Providers   | 1822       |  |

**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**



# **STAKEHOLDER INCLUSIVENESS**

Our strong business relations reflect on our consistent stakeholder engagement. We define stakeholders as those who are potentially affected by our operations or who have an interest in or influence on what we do. Identifying and understanding the needs and interests of our stakeholders is fundamental to the continued success of our business. We believe regular and transparent communication with our stakeholders allows us to build good 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 2021-22.

| Stakeholder group                         | Mode and frequency of engagement   | Key expectations  | Our response  |
|---|--|---|---|
| Employees (on roll)                       | <ul style="list-style-type: none"> <li>Town hall meets-Biannual (Digital Town Hall)</li> <li>Executive training program</li> <li>Workshop, events &amp; activities</li> <li>Employee Welfare Initiative</li> <li>Skip level meetings</li> <li>Off-site meetings</li> <li>Employee Satisfaction Survey-Annual</li> <li>Performance Management</li> <li>Annual Day</li> <li>Annual Functional Meets</li> </ul> | <ul style="list-style-type: none"> <li>Deliver business impact through continuous learning</li> <li>Build sustainable leadership capabilities for the future</li> <li>Build sustainable project management capabilities for the future</li> <li>Ethical behavior and conduct</li> <li>Digitalize mechanism to capture data for effective compliance</li> <li>On site assessment for compliances through site audits</li> <li>Increase frequency on training on statutory matters at sites</li> <li>Training on safety at workplace</li> </ul> | <ul style="list-style-type: none"> <li>Establishing a robust L&amp;D function with well-defined strategy</li> <li>Transformed to 'Digital workplace' for connecting &amp; engaging employees during CoVID-19 pandemic</li> <li>The employee rewards and recognition platform has also been digitally revamped and integrated with HUB</li> <li>One-stop platform with easy access to other microsities and collaboration tools such as MS Teams and Yammer</li> <li>The bi-annual performance management system called ASPIRE is implemented through a mobile-only application</li> <li>Conducting leadership potential assessment of our critical performers covered under our Recognition and Retention Plan (RRP)</li> <li>Providing technical and non-technical training to our Junior, Middle and Senior level management</li> <li>Conducting health and wellbeing drives</li> <li>Plan to implement digital tools for compliance assessments</li> <li>Conducting annual employee engagement survey</li> <li>Conducting biannual LBE survey</li> </ul> |
| Customers                                 | <ul style="list-style-type: none"> <li>Events-Need based</li> <li>Customer Satisfaction Survey-Annual</li> <li>TPL community initiatives-Periodic</li> <li>Customer feedback-Quarterly</li> <li>Senior leadership interaction-Need based</li> </ul>  | <ul style="list-style-type: none"> <li>Project delivery, technical communications</li> <li>Quality of construction</li> <li>Optimized utilization of resources</li> </ul>   | <ul style="list-style-type: none"> <li>Adopting highest standards of environmental, safety and quality protocols</li> <li>Ensuring customer feedback score on quality</li> <li>Undertaking initiatives towards Material Management - using Alternate materials and Modular construction</li> </ul>  |
| Suppliers/ Contractors/ Service Providers | <ul style="list-style-type: none"> <li>Need based Vendor meet</li> <li>Mutual visits -Periodic</li> </ul>  | <ul style="list-style-type: none"> <li>Long term business commitments</li> <li>Vendor development</li> <li>Advance scheduling</li> <li>Timely payment</li> <li>Ethical business conduct</li> </ul>  | <ul style="list-style-type: none"> <li>Continual engagement with vendors to understand needs for long term business relations</li> <li>Green vendor development</li> <li>Conducting Vendor Satisfaction surveys-Annual</li> <li>LBE assurance survey-Biannual</li> </ul>  |
| Community                                 | <ul style="list-style-type: none"> <li>Community events and CSR activities - Periodic</li> </ul>   | <ul style="list-style-type: none"> <li>Community development</li> <li>Address societal concerns</li> <li>Maintain the environment</li> </ul>  | <ul style="list-style-type: none"> <li>CSR activities in the areas of Education, Employability, Employment Entrepreneurship</li> <li>Enhancement of skills of local communities</li> <li>Health facilities to local communities</li> <li>Initiatives towards Drinking water and Sanitation</li> <li>CoVID-19 response initiatives</li> <li>Tree plantation under Green Thumb initiative</li> </ul>  |
| NGO                                       | <ul style="list-style-type: none"> <li>Need assessments-at defined intervals</li> <li>Community events and CSR activities-Periodic</li> </ul>  | <ul style="list-style-type: none"> <li>Community development</li> <li>Increase number of initiatives that have positive societal impact</li> <li>Conduct impact assessments</li> </ul>  | <ul style="list-style-type: none"> <li>Implementation of Affirmative Action Plan</li> <li>Plan to conduct impact assessment</li> </ul>  |

# Head – EHS & Sustainability speaks



In pursuing our sustainability activities, we align ourselves by the principle of materiality, i.e. the degree of importance involved for direct or indirect impact on an organization's ability to create, preserve or erode economic, environmental, and social value for itself, its stakeholders, and society at large.

This principle also defines the formation and fabric of this report and moves around material environment issues related to alternate materials (e.g., M-sand, fly-ash), system formwork, precast & prefab elements, conservation of water, reduction in waste, and GHG emissions in all our day-to-day operations and more importantly, encourage green vendors to be our partners.

This report gives insights into the specifics of our ESG performance and the way we have aligned our approach to wider initiatives such as the UNSDGs. We continue to engage & guide our people and partners to strengthen their safety, health, and well-being while working at home, office, or project sites.

This guidance includes ZeTo (Zero Tolerance) derived through the past five years' analysis on severe accidents and critical Near Misses as a broader learning process. We leveraged technology, TQDigi'lytics, TRIM (Tata Remote Interface Module), and other advanced construction methods to help our customers in new ways and collaborate to ensure we integrate ESG across.

From the alternate material perspective, 60% & 45% of concrete is being done through M-sand & Fly Ash/GGBS respectively. 87% of overall lighting was being done with LED lighting, and 35,179 saplings were planted. Further 61% of Automotive Equipment & machineries were BS-IV and above. Training on sustainability data capturing at sites & offices was carried out through LMS for effective capturing of data and implementation of initiatives at site.

Tata Sustainability Month (TSM) is celebrated every year to reinforce the engagement of employees and other stakeholders in our sustainability Initiatives. TSM 2021 celebrated the theme "Ecosystem restoration" which sustains and enriches life.

As a pilot, the Krisumi site, Gurugram was taken up for live monitoring of Air, Energy, Noise & Water through IoT devices. We have captured learnings and shall be replicating them as and when.

Our teams across geography have worked tirelessly to care for the physical and mental well-being of our people. We executed more than 210 million man-hours on-site to support our customers' critical infrastructure projects. In the upcoming year we will be revisiting our materiality for long-term targets. We continue to engage to bring more flexibility, simplification & digitalization in our processes to enable customer delivery and to achieve our targets related to ESG.



# MATERIALITY REVIEW

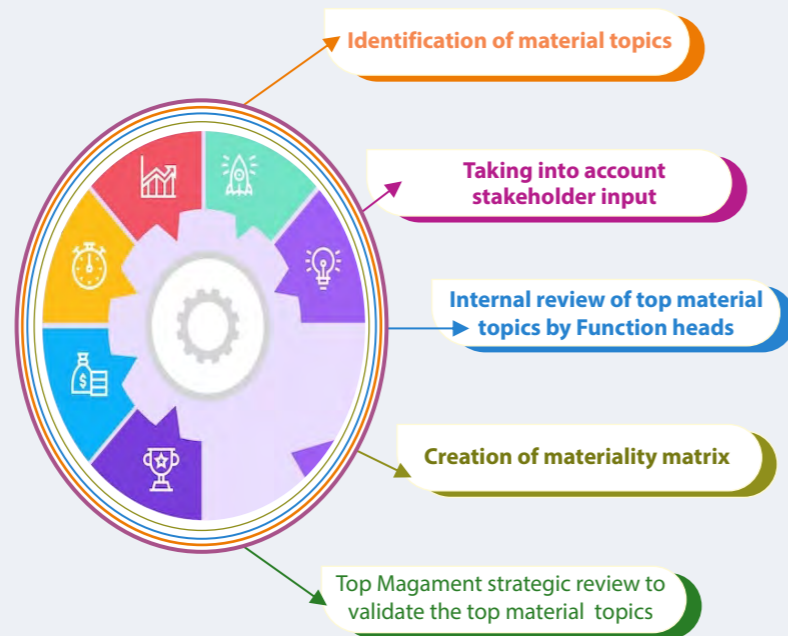


### Outcome of our efforts given

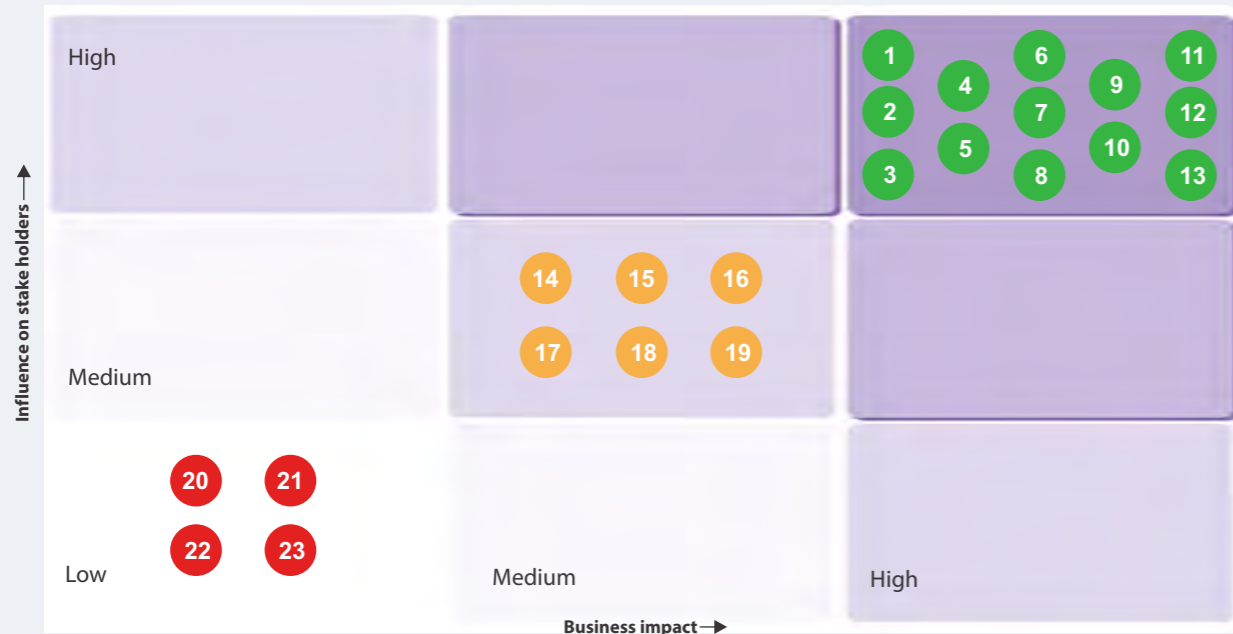
We have identified, prioritized, and validated our strategic goals in line with the sustainability journey through effective driving of our comprehensive stakeholder engagement process. Determining the materiality helped us understand topics relevant to our business and various associated stakeholders 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 reviewed our earlier conducted materiality assessment to assess its relevance and adequacy to our current business scenario.

The below infographic provides a detailed synopsis of our materiality analysis- Revisiting our material topics in FY 2021-22 to ensure accurate representation of business impacts during the year



### Materialitymatrix



- 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

GRI Disclosures 102-44, 102-47

Our materiality assessment during FY 2021-22 entailed revisiting our materiality matrix identified & prioritised as per their impacts on our business by conducting dissemination sessions with the functional heads in FY 2017-18 to ensure the topics sufficiently signify our performance and risks through the business cycle. There are 23 material aspects have emerged, wherein 13 material aspects have emerged at high impact zone such as; labour-management, occupational health & safety, economic performance, material management, employee, human rights, organisational governance, risk management, emissions, energy, water & waste management and local communities. We intend to carry out materiality assessment afresh in the next reporting cycle.

| Material Topics             | Where the impacts occur |          | Our involvement with the impact |          | Key action points  | FY 2021-22 Highlights  | Chapter Reference                     |
|-----------------------------|-------------------------|----------|---------------------------------|----------|--|--|---------------------------------------|
|                             | Internal                | External | Direct                          | Indirect |  |  |                                       |
| <b>Economic</b>             |                         |          |                                 |          |  |  |                                       |
| Economic Performance        | ✓                       |          | ✓                               |          | Diversified Portfolio, Operational Excellence  | Recognized as Best Infrastructure Brand of the year by The Economics Times, Amongst top 10 Construction & Infrastructure Management Service Provider by CEO Insights, Awarded One of India's Fastest Growing Construction Company by 19th Construction World Annual Awards 2021 in Large Category. | Towards a Sustainable Future          |
| <b>Corporate Governance</b> |                         |          |                                 |          |  |  |                                       |
| 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                  |
| <b>Environment</b>          |                         |          |                                 |          |  |  |                                       |
| Energy Management           | ✓                       | ✓        | ✓                               |          | Focused interventions towards monitoring and reducing energy consumption through various energy and emission saving initiatives                                      | > Decrease in our energy intensity ratio<br>> Increased use of Renewable Energy<br>> Implementation of IoT for Energy Management in Pilot run project  | Simplifying Ecological Sustainability |
| Emissions                   | ✓                       | ✓        | ✓                               |          |  | > Increased use of technology such as Video Conferencing and MS Teams & TRIM for business, Electric Vehicle and Cycles to commute  | Simplifying Ecological Sustainability |
| Material Management         | ✓                       | ✓        | ✓                               |          | Promote use of alternate materials<br>Use of modular construction  | > Increased utilization of recycled input materials such as M-sand, Fly ash and AAC Blocks<br>> Increased use of steel shuttering and system form work 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<br>> Increased reusing & recycling of waste water<br>> Implementation of IoT for Water Management in Pilot run project  | 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<br>> Increased reusing of non-hazardous waste generated   | Simplifying Ecological Sustainability |

GRI Disclosures 102-21, 102-29, 103-1, 103-2, 103-3

| Material Topics                               | Where the impacts occur |          | Our involvement with the impact |          | Key action points  | FY 2021-22 Highlights  | Chapter Reference                            |
|---|-------------------------|----------|---------------------------------|----------|--|--|--|
|   | Internal                | External | Direct                          | Indirect |  |  |  |
| <b>Social</b>                                 |                         |          |                                 |          |  |  |  |
| Labour Availability                           | ✓                       |          | ✓                               |          | Encourage sourcing of labour via Government skilled/ trained labour Schemes like NEEM / local skill development centres<br>On-site training on Safety Health Environment good practices<br>Encourage healthy balance between male and female workforce, work towards enhanced gender diversity | > Regular Site level motivational session/reward to sensitize & refresh the approach<br>> Providing clean infrastructure facilities including RO drinking water, LED lighting, STPs across our labour camps                                  | Creating Opportunities, Leveraging Potential |
| Health and Safety                             | ✓                       |          | ✓                               |          | Implementation of TQDigi'lytics to prompt increase in reporting observations & near misses<br>Effective implementation of corrective actions from audits & incident learnings  | > Accident Frequency Rate of 0.10 against target of 0.08<br>> Accident Severity Rate of 59 against target of 120<br>> Increase in reporting of safety observations & near misses are 46% & 73% respectively monitoring through TQDigi'lytics | Creating Opportunities, Leveraging Potential |
| Employee Training and Development             | ✓                       | ✓        | ✓                               |          | Deliver Business Impact through Continuous Learning<br>Build Sustainable Leadership Capabilities for the Future<br>Build Sustainable Project Management Capabilities for the Future  | > Increase in training man-days / employee at 0.02   | Creating Opportunities, Leveraging Potential |
| Protection of Human Rights                    | ✓                       | ✓        | ✓                               |          | Digitalize the capturing mechanism for effective Compliance<br>On Site Assessment for compliances to all labour laws<br>Increase the frequency of training at sites  | > No significant fines or non-monetary sanctions or cases of non-compliance pertaining to human rights   | Creating Opportunities, Leveraging Potential |
| 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<br>> Increase in no. of lives impacted through CSR i.e. 22,823<br>> Increase in employee volunteering hours for CSR i.e. 9,812   | 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 2021-22 performance highlights' quantitative trends are elaborated in the subsequent chapters.

GRI Disclosures 102-21, 102-29, 103-1, 103-2, 103-3



# POSITIONING For a SUSTAINABLE FUTURE

## Transforming Future

Indian infrastructure has witnessed an epic transformation over last 25 years. This focus on infrastructure investment kicked off with National Highway Development Program in 1998. Since then, India has witnessed multi-trillion dollar investment across power, highways, ports, airports etc. India's economic liberalisation plan in 1991, expanding role for private and foreign investment provided the foundation for this journey.

As we entered this millennium, India had about 49 million registered vehicles. Today the number of registered vehicles nationwide is predicted to be more than 300 million and expected to rise further in the years ahead. This growth has taken place at the back of aggressive development of highways and expressways by NHAI and State PWDs. With better equipment and resources, we are building more than 30 kms of world class highway every day.

In 1996-97, India's per capita consumption of electricity was merely 338 Kwh with installed generation capacity at 85 GW. Private sector contribution to generation capacity was 6%. During last 25 years, there has been significant investment by private sector in power sector. As we enter 2022-23, the per capita power consumption is expected to be more than 1,200 Kwh with installed generation capacity at 402 GW. Private sector contributes almost half of this capacity and its

focus on renewable power is key to meeting our decarbonisation commitment. The generation capacity increase has in turn necessitated large investment in transmission & distribution

During introduction of Open Sky policy in mid-1990s – India had merely 37 million air passengers with no world class airport. During last 25 years, there has been an explosion in air travel to make India now world's third largest civil aviation market. Before Covid-19 disruption, India's air passenger traffic had already grown to 342 million. We also now have several world class airports developed by private sector in India and many more to come.

India has also improved the quality of life of its citizens substantially over last 2 decades with massive investments to provide better housing, hospitals, water and wastewater linkages, river rejuvenation, commercial and industrial buildings, metro and long-distance rail lines etc.

With the improved infrastructure, India now is also prioritising industrial investment under 'Make in India' program. This investment is helping create new age factories, data centers etc. to deliver world class products and services.

These Investments into building infrastructure have given impetus to India's growth story and made construction sector an important element of India's economy. The construction sector has emerged as second largest employer in India providing employment to 52 million people and contributing 9% to India's GDP.

### Economy

India's real GDP growth for FY22 was 8.7%, which is amongst the highest in leading economies, as the Indian economy bounced back during the year exhibiting resilience during the pandemic. As the year progressed, most of the economic indicators such as GST collection, IIP, Exports and UPI transactions saw an uptick, indicating a steady recovery from the lows of the first quarter of FY22. However, with escalations in recent months between Russia - Ukraine prices of key commodities (e.g., crude oil, Food grains) have shot up and have started to have unpredictable and undesired implications on the global financial system and economy. Higher fuel and fertiliser costs will reduce government revenues and capital expenditure in turn. India's underlying economic fundamentals however remain strong. Despite the short-term volatility, the long-term prospects for the Indian economy remain intact. We expect increased spending on infrastructure from the current year leading to a multiplier effect on income and jobs, higher productivity and efficiency - all leading to accelerated economic growth.

The next few months will be critical for India's economy as the government and the central bank work at balancing inflation, growth, exchange rates and fiscal deficit. We believe that India is one of the most resilient growing economies and is in great shape to withstand the ongoing disturbances.

### Industry

#### Buoyant demand environment

The share of investments in the economy rose to 32.5% of GDP in FY22, from 30.5% in FY21. As per CRISIL, this has largely been government-led, through a focus on infrastructure capex. In FY22 the central government undertook capex of ₹5.93 lakh Cr. This is budgeted to rise 26.5% to ₹7.5 lakh crore in FY23. Private sector investment, which has been declining over the past few years, is expected to rebound

on the back of improved balance sheets, higher capacity utilisation and an improved demand outlook. Utilisation levels in infra-linked sectors such as steel and cement have rebounded strongly, especially with the top players in each sector who are at the forefront of capacity expansions (both organic & inorganic).

The production-linked incentive scheme is expected to further support private capex. It is likely to generate ₹2.5-3.0 lakh Cr of capex across 14 manufacturing sectors over the medium term.

Key policy initiatives announced by the Government, namely National Infrastructure Pipeline and National Monetisation Pipeline are starting to bear fruits. NIP, an exercise to support infrastructure growth by focusing on improved preparation, monitoring & delivery support, is boosting investor confidence. The program has now been expanded to 9,335 projects. Whereas the NMP has paved a way for infrastructure financing. Further, in Union Budget for FY23 there was a high focus was on GatiShakti - National Master Plan for multimodal connectivity to economic zones. One of the main bottlenecks in the infrastructure sector is the multiplicity of approvals and delayed clearances which this initiative will help overcome to a large extent. This initiative's multiplier effects will lead to faster implementation of projects and keeping costs under control.

Everything, from roads to trains, from aviation to agriculture, as well as many ministries and departments, will be integrated under the PM GatiShakti National Master Plan.

### Future Outlook & Opportunities

#### Sustainable Future

*Energy transition:* there is a growing demand for energy

both Globally and in India. This coupled with decarbonisation targets is creating a large opportunity for the near future. While traditional Renewable Energy sources like Solar, Wind, and Hydro have scaled significantly over the last decade, there will be a need for a quantum jump in capacity addition going forward. Further, to achieve net-zero a multi-pronged approach will be required. In the near future, we would need breakthrough innovations & scale-up of solutions in the space of Energy Storage, Round-The-Clock (RTC) energy projects, Green Hydrogen, Green Ammonia, Syn-gases, Carbon Capture Utilisation & Storage (CCUS) etc. We at Tata Projects are actively preparing for the energy transition with a key focus on developing the capacity to cater to our customers' requirements of energy security and decarbonisation goals.

*Transportation Infrastructure:* Ineffective logistical systems not only hurt the economy, but they also emit excess greenhouse gas (GHG). India is constructing massive transportation infrastructure to speed up economic growth, generate employment, and clear traffic jams. These initiatives will enable the effective transportation of raw materials and finished goods throughout the nation. In addition to bringing development to newer areas, initiatives like the Dedicated Freight Corridor (DFC) and highways / expressways will relieve congestion on the existing infrastructure. Similar to this, metro systems in urban areas boost not only economic activity but also improve quality of life and reduce congestion. Such projects are essential for lowering our carbon footprint and increasing the efficiency of our scarce resources.

*Sustainable construction:* with net-zero initiatives gaining traction there is an increased focus on sustainable construction. The primary areas of focus are reduction of energy & water consumption and the use of sustainable and locally sourced materials. We have engaged with key industry stakeholders to build an action plan for enabling the decarbonisation of the construction value chain. Through these engagements, we are hopeful that the Steel & Cement (which contributes ~15% of India's CO<sub>2</sub> emissions) manufacturers will focus on accelerating the development of low-carbon products.

### Innovation & improving constructability

Customers expect more complex projects delivered in a faster timeframe. This requires solving some of the greatest engineering, technology, and logistics problems. There is a growing need to have high standardisation & replicability of basic design, involvement of EPC partners at the concept/initiation stage, agile and deeply integrated supply chains, parallel execution work streams, to list a few. We at TPL are engaging with both public & private sector customers on bringing to India the global best practices for adoption.

### Digital transformation

To improve operational efficiency & site productivity new digital technologies will be leveraged. Building information modelling (BIM) is the digital tool of the future for executing projects. Various customers are now requesting that BIM be used in the design and construction of projects. Solutions from fields such as Artificial Intelligence and Data Analytics will also be utilised to better coordinate activities across the entire lifecycle. The company will be evaluating these technologies and making them widely available to its employees.

### Risks / Areas of concern

#### Commodity price volatility

With shifting global trade balances and a sharp increase in raw material demand in the post covid era we are continuing to see volatility in commodity prices. This continues to exert pressure on project margins into the next fiscal as well. While part of the order backlog does not get impacted due to price variation provisions there could be an impact due to lag between indices and purchase prices as well as on contracts that do not have pass-through clauses. The company continues to maintain a close watch on the commodity prices and has started fixing higher escalation safeguards for new projects.

#### Inflation

Overall, the broad-based surge in global commodity prices is putting pressure on core inflation in India. As per CRISIL elevated prices of crude and other energy products will put pressure on fuel inflation. Delayed pass-through from fiscal 2022, coupled with the surge in prices in this fiscal, will also lead to higher core inflation. RBI surveys of the manufacturing, services and infrastructure sectors corroborate expectations of a further rise in input and output prices going forward.

### Logistics

The global logistics sector continues to batter one shock after another. Supply chain disruptions due to the pandemic and Suez Canal blockage were unprecedented, but as things were limping back to normal the conflict between Russia and Ukraine has brought the recovery to a grinding halt. As many shipping routes have become unseizable and trade relationships between countries changed, the logistics industry has struggled to adapt; customers continue to face delays and higher spot rates.



We are proud that our business segments are focused around building better infrastructure 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.

### Financial Performance overview

#### Generating and Distributing Economic Value

During the year, order booking of the company aggregated to ₹14,800 Crore (previous year: ₹8,860 crore) resulting in the total order backlog of ₹44,997 crore. Secured L1 position of orders worth ₹1,691 crore. Total income of the company aggregated to ₹13,477 crore (previous year: ₹12,011 crore) registering an increase of about ₹1,466 crore.

The operating profit of the Company was ₹ (142) Crore (previous year: ₹768 Crore) resulting in a profit before tax of ₹ (769) crore (previous year: ₹ 233 crore).

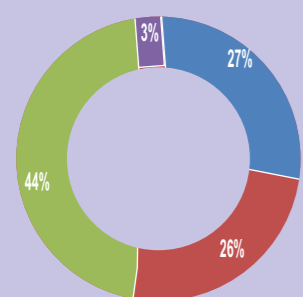
The Company's strategy of diversifying its order book and growing its Urban Infrastructure (UI) order base is playing out well. As of Mar-22, about 60% of the order backlog is from the UI vertical.

Despite Covid-19 disruptions in the first quarter of FY22, the company showcased strong operational performance during the fiscal year. Operating revenue grew by about 12% year-on-year to ₹13,471 Cr in FY22. The strong rebound in operating revenues to pre-covid levels demonstrates the strong resilience of the company and its vendor ecosystem.

There was a loss of ₹631 Cr in FY22 compared to a profit after tax of ₹125 Cr in FY21 primarily due to a sharp increase in input prices (commodity and energy), Covid-related disruptions and associated cost increases. During the year we critically reviewed slow-moving assets from certain projects, especially where there were delays in timely resolutions with customers. To support the working capital requirements for ongoing projects our

|                                       | FY 19-20<br>(₹in Crores) | FY 20-21<br>(₹in Crores) | FY 21-22<br>(₹in Crores) |
|---------------------------------------|--------------------------|--------------------------|--------------------------|
| <b>Economic Value Generated</b>       |                          |                          |                          |
| Turnover                              | 10,514                   | 12,011                   | 13,471                   |
| Other Income                          | 62                       | 91                       | 60                       |
| Total Economic Value Generated        | 10,576                   | 12,103                   | 13,531                   |
| <b>Economic Value Distributed</b>     |                          |                          |                          |
| Operating Cost                        | 9,180                    | 10,757                   | 12,971                   |
| Employee wages and benefits           | 806                      | 714                      | 853                      |
| Payments to providers of capital      | 382                      | 391                      | 472                      |
| Payments to Governments               | 107                      | 101                      | 44                       |
| CSR spend                             | 3                        | 8                        | 5                        |
| Total Economic Value Distributed      | 10,478                   | 11,970                   | 14,345                   |
| Economic Value Retained               | 97                       | 132                      | -814                     |
| <b>Benefits provided to Employees</b> |                          |                          |                          |
| Employee wages and benefits           | 752                      | 663                      | 778                      |
| Defined contributions plan            | 16                       | 14                       | 47                       |
| Defined Benefit Plan                  | 37                       | 36                       | 28                       |
| Total benefits provided to Employees  | 806                      | 714                      | 853                      |

### Segment wise Revenue



| Amount in cr. (INR) FY 21-22 |                 |
|------------------------------|-----------------|
| SBG - Industrial Systems     | 3666.52         |
| SBG - Core Infra             | 3480.89         |
| SBG - Urban Infrastructures  | 5943.99         |
| SBG - Services               | 379.69          |
| <b>Total</b>                 | <b>13471.09</b> |

■ SBG -Industrial Systems ■ SBG -Core Infra  
■ SBG -Urban Infra ■ SBG -Services

GRI Disclosures 103-1, 103-2, 103-3, 201-1, 201-2, 201-3, 201-4, 203-1, 203-2,

# TOWARDS A TECHNOLOGICAL LEAP for **STRENGTHENING** our environmental footprint..

Shareholders infused ₹1,200 Cr via a rights issue.

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 Government.

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.

Another area of focus was Operational Excellence (Opex) with the objective to create real time improvement and innovative solutions and bring fixed and variable costs under control. We also initiated a Zero-Based Budgeting (ZBB) exercise to streamline operations and limit spending across various levels. The ZBB and Opex programs were accorded high priority with regular assessment of the progress by the senior leadership team under various cost heads, such as rentals, travel, fuel, electricity, consumables, and IT. Our Company also focused on liquidation of its outstanding tax refunds.

In a resource-scarce world that is becoming increasingly exposed to climate change, preservation of the environment is an imperative, and sustainability is the way forward for survival.

Climate change presents a growing threat to Indian businesses as human activities have warned the planet by more than 1° C since the 19th century and temperatures in India rose by 0.5° C in 50 years alone. The 2030 Water Resources Group, an international organisation, warns that India "faces a looming water crisis where demand is set to outstrip supply by 50% by 2030". All these have happened because of usage of fossil fuel by the industries which is the major contributor to the energy dissipation in the environment and release of CO<sub>2</sub> and water scarcity is arising more out of mismanagement of available water and unplanned urbanisation.

Govt. of India has accepted a massive transformation of our energy systems, which will be designed for the future and compliant with the new climate change goals. MoEFCC has taken various initiatives across the businesses to reduce the CO<sub>2</sub> reduction to increase Air quality, make the availability of drinkable water, clean energy along with the enforcement of various regulations across the industries to make the

lives of people better and to make our India more sustainable.

Tata group companies have aligned their businesses with the goals of the Govt. of India towards climate-related issues and joined hands with the Govt. to combat climate change. Tata Projects has also focussed on how their businesses can support the country to achieve nation-building goals and to establish a sustainable economy.

Tata Projects is extending its footprint in various sectors like River Rejuvenation, FGDs for coal based power plants, Bio Fuel Refineries, Coal bed Methane Extraction plants, Vaccum Gas Oil Hydrotreating Unit and delayed coker unit, waste treatment plants, Remote sensing RO plants etc. and we have built strong capabilities by our in-house design skills & state-of-the-art solution techniques. We have partnered with different international technology providers for executing a no. of such projects.

### 1. River Rejuvenation Project

During our journey into environmental sector, we acquired a prestigious order of 'Dravyavati River Rejuvenation Project' from JDA in the year 2016, which is a 47.5 km, (rain-fed) riverfront, that had degenerated into an untreated sewage channel also named "Amanishah Nullah", which was restored as a perennial river-fed by treated clean water. This project was



executed by Tata Projects Limited-SUCG Consortium.

This project aims to reduce pollution, treat 170 MLD of sewerage, create green spaces, social spaces, cycle and jogging tracks along its banks, and transform Jaipur into a clean Smart City.

To beautify, more than 17,000 trees, shrubs, and ornamental plants have been planted along the banks of the river. A pathway and a cycling track of nearly 38 kilometres on both sides of the river has been provisioned to serve as a means of healthier living through exercise and clean air.

As a part of the project, three gardens have been developed at the Bird Park in Sikar Road, Landscape Park at Shipra Path, and at the Botanical Garden in Bambala encompassing around 1 lakh metres of lush green havens.

Apart from 5 lakh square meters of landscape, it will have i-kiosks and five Sewage Treatment Plants (STPs) installed along the course of the river with a combined capacity of 170 MLD.

This project aims to contain flood discharge, realign original route of the river, remove all encroachments, reclaim valuable land, and enhance value of properties at impact zones.



## 2. Installation of Flue Gas Desulfurizer in Coal based Thermal Power Plants in India

Flue Gas Desulfurizer or FGD is the latest addition in the Pollution Control Armoury of Indian Power Industry. Flue gas of Coal Based Power Plant contains Sulphur-Di-Oxide, a pollutant with many adverse effects on humans and environment. FGD is aimed at removing the Sulphur-Di-Oxide from the flue gas.

In 7th December, 2015, MOEF introduced the norms in India for SO<sub>2</sub> emission which mandated the implementation of FGDs. Initially MOEF wanted the implementation to be completed by 2017. However due to constraints related to equipment supply, availability of raw material and other issues the process is getting repeatedly extended. Presently MOEF has issued deadlines

for implementations of FGDs for all eligible power plants by 2024.

In a nutshell, FGD uses an absorbent to capture the SO<sub>2</sub> from the flue gas, and that choice of absorbent classifies the different technologies.

Mainly there are three types of FGDs available, Semi Dry Type, Wet Limestone Based and Sea Water Based. Wet Limestone based is the most popular type of FGD in use followed by Sea Water based.

Wet Limestone based FGD uses a limestone slurry as absorbent and produces saleable Gypsum as by-product. The typical FGD system has a Limestone handling and grinding circuit, an Absorber for capturing the SO<sub>2</sub> and a Gypsum Dewatering and Handling circuit. A wet stack with acid resistant lining is used for releasing the flue gas to atmosphere.

Sea Water FGD, as the name suggests use Sea Water, the cheapest absorbent, but it has the locational constraints of being only on coastal area.

TPL has tied up with the global leader in FGD Technology M/S Andritz AG from Austria. With Andritz's superior technology and TPL's EPC capability, we picked up valuable orders and are presently executing FGDs for plants totalling 9 GW generation capacity.

We were succeeded to receive the orders for supply & installation of Sea Water based FGD in Mundra, UMPP (5x800 MW) power plant in India and we are executing the project with its international technology partner M/s. Andritz. After completion of the project, it will be the world's largest with seawater FGD technology.

The ANDRITZ FGD technology uses the cooling water from the power station (open continuous-flow cooling with seawater) to remove all acid components, enabling recovery rates of more than 95%. Due to integrated oxidation of the seawater, it is returned to the open cooling water circuit again after being fully treated. In order to keep energy input as low as possible, a high-performance, concrete packing scrubber is used. Special membrane distributors are applied for oxidation of the seawater, optimizing the plant's economic efficiency and ensuring that the operating costs are kept low.



Mundra UMPP FGD (Image presentation)

We have also got other supply & installation orders of Wet Limestone FGD in Talcher STPP of NTPC (6x500 MW), Vallur TPS of NETCL (3x500 MW) & Jojobera TPP of Tata Power (4x120 MW) and those are under construction.

We are proud to state that Mundra is the largest FGD installation in India and Talcher is the largest single location installation for Wet Limestone Installation in India.

The projects are presently in various stages of execution. Once completed these projects will ensure citizens better air to breathe.

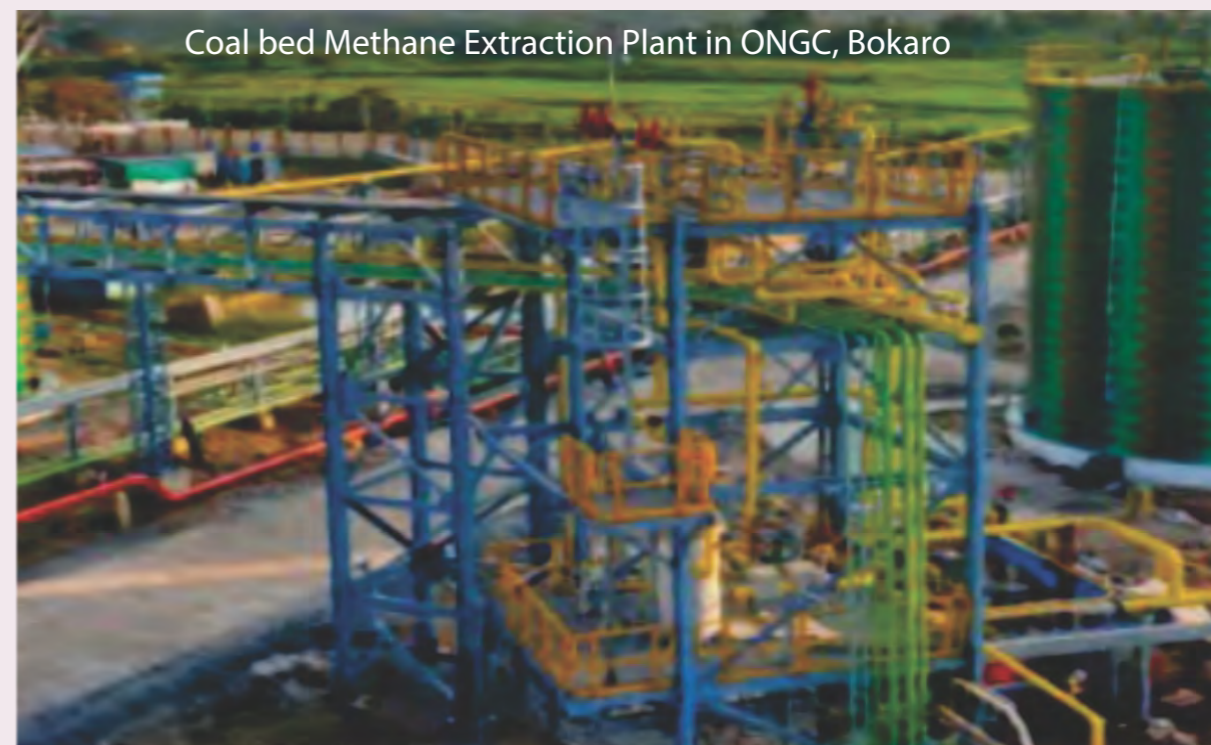
## 3. Integrated Sewerage System

Tata Projects & SSG Infra Projects JV has bagged an order from Odisha Water Supply & Sewerage Board (OWSSB) for setting up an integrated sewerage system with a capacity of 43.5 MLD including a sewerage network of 97 km, terminal pumping stations and sub-stations, and sewage treatment plant.

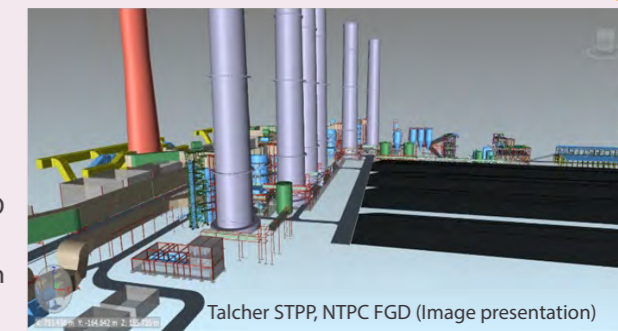


43.5 MLD Sewerage Treatment Plant being executed by Tata Projects – SSGIPL JV

Besides these, TPL is also executing various projects on Water Supply System, sewage system and treatment plants including desalination and effluent treatment plants, major irrigation projects on Design Build basis. TPL also focuses on circular economy and provides unique solutions to various customers in converting waste-water into portable and industrial water.



Coal bed Methane Extraction Plant in ONGC, Bokaro



Talcher STPP, NTPC FGD (Image presentation)

#### 4. 2G Bio Ethanol & other Natural Gas Processing & Handling Systems

We have strong capabilities across value chain with product offerings including 2G bio-ethanol refineries, Gas compression stations, Coal bed Methane extraction, LNG re-gasification processing units, utilities and offsite facilities.

TPL has executed India's first public-owned coal bed methane field development and processing facility in ONGC, Bokaro.

TPL has bagged an order in Year 2020 for construction of a 2G Bio ethanol project from BPCL at Bargarh, Odisha. The proposed production capacity of this plant is 100KL per day of second-generation ethanol, and which will reduce the burning of agri-waste and thereby decrease environmental pollution while enhancing energy security. TPL has always strived to undertake such environmentally beneficial and challenging projects even when those improve the lives of communities and support national developmental objectives at the same time.

#### 5. RO Plant with Remote Monitoring System

The SBG Services unit operates as a social business. It provides safe, affordable drinking water across rural and semi urban locations and creates self-sustaining ecosystems. Utility Services partners with Corporate, regional social development & self-help groups, NGO's and financial institutions and it is playing a leading role in alleviating millions of lives from the sufferance of sourcing of safe drinking water at affordable prices. US provides solutions encompassing Reverse Osmosis (RO), Ultra Filtration (UF) and desalination water systems of different capacities. It's another initiative, the TQ Mall, is a "one stop-shop" for rural populace and highway commuters offering safe affordable drinking water complemented by select portfolio of products & services. Some of the noteworthy solutions created include mobile RO plants for disaster management, IoT-enabled for remote control & monitoring, nano coated jerry cans, ozonators and SMS based pump starters.



#### 6. Smog Tower for Air purification

The Ministry of Environment, Forest and Climate Change and Central Pollution Control Board (CPCB) are engaged in implementing the National Clean Air Program (NCAP) in the country from 2019. The aim to achieve 20 to 30 percent reduction in Particulate Matter (PM 10 & PM 2.5) concentration by 2024 across the country.

Accordingly, MoEFCC has planned to build a no. of Smog Towers in some identified polluted cities in NR region on experimental basis and if it is found successful to clean the polluted air effectively, then the same initiative will be taken for other polluted cities also to improve the local air quality.

Smog towers are structures designed to work as large-scale air



purifiers. They are fitted with multiple layers of air filters and fans at the base to suck the polluted air.

After the polluted air enters the smog tower, it is purified by the multiple layers before being re-circulated into the atmosphere. This is also called the downdraft air-flow control.

Delhi Govt. has approved its first Smog Tower experimental project in the month of Oct'20 and Tata Projects has got the order from Delhi Govt. for building India's first smog tower at Connaught Place, New Delhi as pilot project. It can help to clean the air within one kilometre range. NBCC India Ltd. has been appointed as the project management consultant and IIT-Bombay & IIT-Delhi will provide technical support for building this 20 M high tower and will analyze its data.

The smog tower will be able to purify 1,000 Cum of air per second. This tower will have 1,200 air filters each developed by experts at the University of Minnesota in the United States. The smog tower, being built to reduce the concentration of PM 2.5 up to 70 percent in a 1-kM. radius around it.

# Building Future with Ecological Sustainability



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 stay committed to protecting the environment and contribute to society by actions and contributions in and around our more than 220 project sites. 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 to reduce resource consumption and net waste generation. 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 FY 2022 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 220+ project sites we are pursuing our vision of being the most sustainable infrastructure Company in the world.

**Environmental Management and Governance**

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 adhered to leading certifications ensuring compliance with applicable environmental legislations. Our OHSE, 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 ISO 45001:2018. Our Environmental Management System (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.

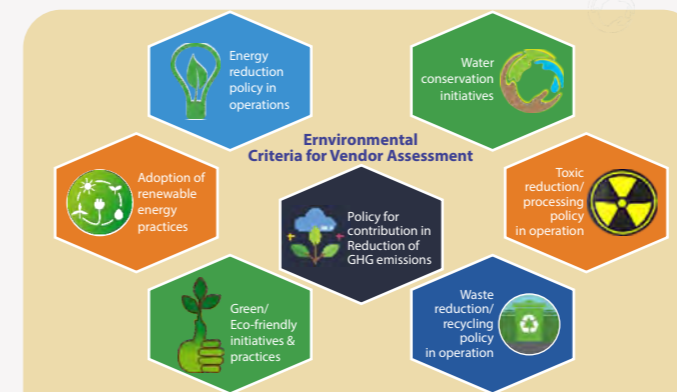
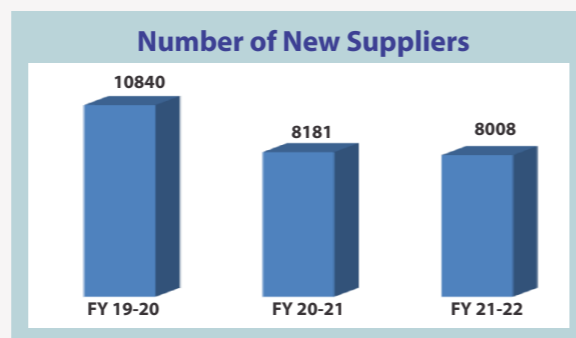
In line with our Mission to provide sustainable engineering and construction projects and technology services, we have an Environmental Management System. To ensure its effective functioning, all our SBGs drive initiatives towards use of alternate materials and

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 optimizing existing processes in business operations. The SPoC reports the environment performance on a monthly basis. We also conduct 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 initiated Learning Module System (LMS) through digital HUB for the training program for skill enhancement & knowledge sharing purposes. We have trained employees on GRI based Sustainability Reporting, Assessment and Sustainability Awareness.

**Sustainable Supply Chain**

Our well-integrated supply chain system is backed by a robust network of bankable vendors and sub-contractors developed over the years.

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.



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 78000+ suppliers & New 8008 suppliers are included in the FY 21-22 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.

**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.

**Key highlights**

- We consolidated our vendor pool under our strategy of "Deeper with Fewer" in order to develop long standing relationship and synergy with trusted vendors. This was evident in key projects where procurement strategy was realigned to curtail the number of contractors to Tier-1
- We aligned new vendor identification in line with Tata Affirmative Action Programme to employ personnel from historically disadvantaged communities
- Supply chain disruptions arising due to lockdowns, price volatility and impacts of Russia-Ukraine conflict was efficiently managed through advanced planning and proactive actions to ensure uninterrupted supplies to project sites. Dynamic rates and payment terms were also introduced for the first time in the industry to ensure highest efficiency from vendors and sub-contractors.
- This year high emphasis was also placed on



post order monitoring of orders and performance of sub-contractors through a dedicated Post Order Monitoring Group to support the project team in ensuring timely completion of project milestones.

- A special thrust was given to onboarding vendors on invoice discounting platforms and other financial arrangements to improve liquidity.
- We have taken new steps in identifying and implementing process changes and digital initiatives to reduce process time and inefficiencies in the procure to pay cycle to ensure a more sustainable, agile and transparent supply chain.

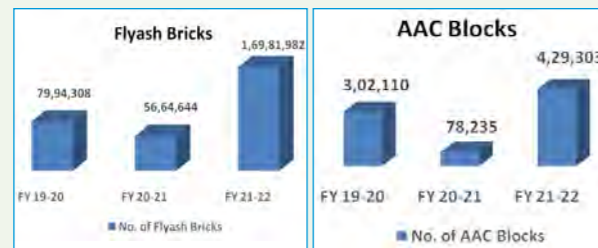
**Our Focus Areas**

**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 such sustainable solutions which can add remarkable sustainable values to our businesses in the long run and the environment too. However, we are a EPC company, and most of customer specifications insist on virgin material. Our on-site teams remain sensitive to the local ecology, landforms, and communities and take several proactive initiatives to conserve the local environment.

We have a system in place to monitor our material consumption by their categories. This system helps us to ensure optimal material usage across our operations thus contributing to the circular economy agenda.

Given the nature of our business, we are moving towards a definitive improvement in procurement management by involving our suppliers or partners in supply chain sustainability practices. All these initiatives are in line with our continuing efforts to become a more responsible corporate citizen.



We believe that our commitment to sustainability and our triple bottom-line of social, economic & environment will ensure our global competitiveness and promote inclusive growth.

**Using Alternate Materials**

With a focus on sustainable material selection, our philosophy is to precisely articulate the criteria for material management by reducing, reusing and promoting 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), Fly Ash Bricks and AAC Blocks (Autoclave Aerated Concrete) that are made from the waste generated from thermal power & steel plants. We are also using PPC cement for making concrete across our sites.

The production of these building materials require considerable less amount of energy in production when compared to the modern or traditional construction materials. The advantages in selection of sustainable building material lies in the fact that they are not only economically viable but also reduce toxic emissions thereby reduce overall environment impact. The use of sustainable material & technology not only reduces transport & production cost, carbon emissions but also provides avenues for employment & skill development for community members.

During FY 2021-22, 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 Steel/Aluminium/ PVC/ System formworks. During the year, we have substantially increased use of system formwork and steel shuttering.

Sand is a key raw material in our business and its timely availability is critical for the efficiency of operations. We have partnered with suppliers who assist us in providing a simplified solution to recycling construction & demolition (C&D) waste and producing M-Sand which replaces natural sand. Through this partnership, we have not only ensured the availability of sand for our operations, but the usage of M-Sand has also resulted in minimization of land fill and reduced dependency on

natural resources. Through our continuous efforts towards sustainable sourcing of raw material into our operations, we use crushed sand which is viable alternative to river sand and can therefore help to arrest the detrimental caused due to excessive mining of river sand. During FY 2021-22 we effectively used 5,81,387 m3 of M-Sand across multiple sites, which is increased by 51% from previous year.

**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 :

| S.No.                           | Materials Consumed  | UoM   | Total FY 2019-20 | Total FY 2020-21 | Total FY 2021-22 |
|---------------------------------|---|-------|------------------|------------------|------------------|
| <b>Raw Materials</b>            |   |       |                  |                  |                  |
| 1                               | Natural Sand  | M3    | 4,17,334         | 2,88,838         | 4,45,552         |
| 2                               | Stone Aggregates  | MT    | 13,61,028        | 9,19,156         | 14,81,872        |
| 3                               | Stone Boulders  | MT    | -                | 1,53,443         | 2,61,739         |
| 4                               | Wood Batten   | CFt.  | 2,30,661         | 1,18,579         | 1,40,895         |
| <b>Intermediate Materials</b>   |   |       |                  |                  |                  |
| 5                               | Cement  | MT    | Not Reported     | 3,50,834         | 6,67,425         |
| 6                               | Concrete  | M3    | 13,88,805        | 10,31,119        | 16,29,749        |
| 7                               | Quantity of Concrete made using m sand  | M3    | -                | 6,24,003         | 9,79,315         |
| 8                               | "Quantity of Concrete made using Flyash/GGBS(cum)"  | M3    | -                | 5,15,762         | 7,36,108         |
| 9                               | "Quantity of Concrete made using Any other Green material(cum)"   | M3    | -                | -                | 1,74,040         |
| 10                              | Steel (reinforcement + structural)  | MT    | 1,34,823         | 1,38,599         | 2,50,689         |
| 11                              | Total System Formwork Used  | SqMtr | -                | 7,03,460         | 21,42,393        |
| 12                              | Total Steel Shuttering Used   | SqMtr | -                | 4,41,953         | 7,79,247         |
| 13                              | Total Plywood Shuttering  | SqMtr | -                | 6,64,385         | 8,83,361         |
| 14                              | Precast   | M3    | 80,870           | 1,79,246         | 1,25,052         |
| 15                              | Prefab (Temporary Prefab Structure)   | SqMtr | 27,083           | 62,665           | 26,085           |
| 16                              | PP ropes  | RMT   | -                | 2,39,662         | 2,58,702         |
| 17                              | All types of metals for manufacturing TMU   | MT    | -                | 32,710           | 29,620           |
| <b>Associated Materials</b>     |   |       |                  |                  |                  |
| 18                              | Curing Compound   | Ltr   | 12,00,542        | 1,30,897         | 2,64,460         |
| 19                              | Shuttering Oil  | Ltr   | 1,52,952         | 1,00,996         | 1,86,500         |
| 20                              | Admixtures/Chemicals  | Ltr   | 31,18,104        | 24,08,719        | 40,11,519        |
| 21                              | Paper   | Kgs   | 22,413*          | 68,041           | 58,281           |
| 22                              | Geotextile membrane   | SqMtr | -                | 52,933           | 98,863           |
| 23                              | Steel Wire (TMU)  | MT    | -                | 132              | -                |
| 24                              | Hydrated Lime (TMU)   | MT    | -                | 187              | -                |
| 25                              | Acid HCL 33% (TMU)  | MT    | -                | 682              | -                |
| 26                              | Chemicals (TMU)   | MT    | -                | 39               | -                |
| 27                              | All other miscellaneous items e.g. fasteners, steel stamps, hole punch, dies, steel wires, all general stores tools, chemicals, paints etc reqd. for manufacturing of tower parts & fasteners | MT    | -                | 10,686           | 997              |
| <b>Recycled Input Materials</b> |   |       |                  |                  |                  |
| 1                               | Fly ash   | M3    | 86,718           | 38,483           | 95,794           |
| 2                               | GGBS  | M3    | 33,315           | 33,035           | 83,668           |
| 3                               | Fly ash Bricks  | Nos.  | 79,94,308        | 56,64,644        | 1,69,81,982      |
| 4                               | AAC Blocks  | M3    | 3,02,110         | 78,235           | 4,29,303         |
| 5                               | M Sand  | M3    | 3,18,052         | 3,85,250         | 5,81,387         |
| 6                               | Micro Silica  | M3    | 18,182           | 14,635           | 39,344           |

\* Only site paper consumption is captured in FY 19-20

## Energy Conservation and Emissions Management

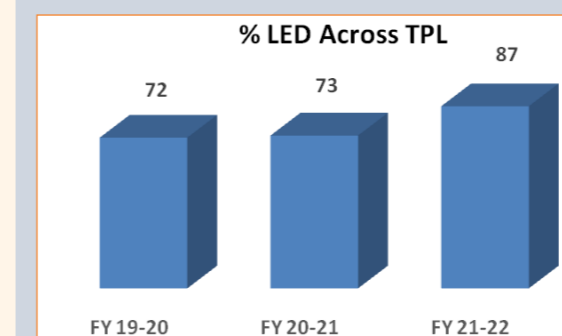
As a responsible corporate citizen operating in an energy-intensive sector, we are actively creating mitigation plans for managing energy and emissions related risks. By gaining an understanding of the risks and opportunities related to climate change and how these affect us, we believe we can reduce 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 2021-22 and will continually undertake efforts to reduce GHG emissions across our offices and project sites.

In FY 2021-22, 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 & above rated 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 and misuse of resources   |
| Adopting energy efficient appliances <ul style="list-style-type: none"> <li>VFD in Tower cranes, Gantry cranes, Passenger Hoist</li> <li>Adopting new inverter based welding machines in replacement to our conventional machines &amp; using VRD in welding machine</li> </ul> | Conducting Energy Audit at major project sites & offices  | Conducting awareness sessions on vehicle operation & regular maintenance of fleet  |
| Implementation of IoT enabled devices for monitoring of fuel & energy consumption and air quality monitoring within & around our project sites  | 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   |

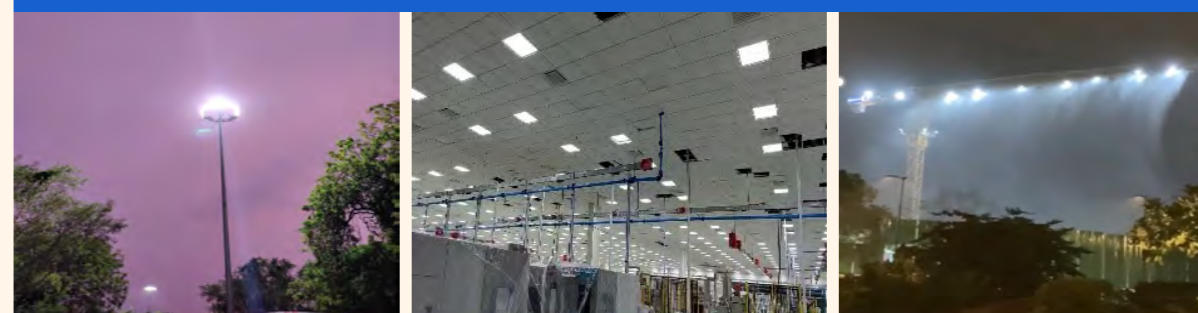


### Installation of LEDs and Solar LEDs lighting

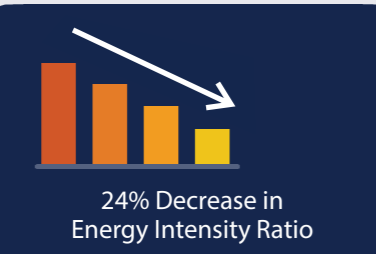
To reduce our electricity consumption, we have replaced sodium vapour lights with LED and created avenues for promoting natural light, across most of our sites.

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 remained at 87% in FY 2021-22. We also installed over 2050 nos. Solar LED lights enabling us to reduce our energy consumption.

### Use of LEDs and Solar LEDs



### Installation of Energy Efficient Equipment



We have been proactively taking steps towards installing energy efficient equipment within our processes. In FY 2021- 22, 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, 79% of our welding machines have been fitted with VRD reducing the maximum no-load voltage across the output terminals of the welder to a safe voltage. We are using energy efficient equipment, complying with the latest emission standards for the vehicles. We have also installed In-Vehicle Monitoring

System (IVMS) for our vehicles that uses GPS tracking system for monitoring working hours & diesel consumption.

Our energy conservation initiatives have also enabled us to reduce our energy consumption by 2089 GJ (Consider Solar Energy). Due to our dedicated efforts towards energy management, we have been able to control our energy consumption with a 24% decrease in our energy intensity ratio to Baseline year FY18.

#### Waste Management

Waste management is a key aspect of our operations as it affects our authorisation for operation and overall operational costs. We promote recycling across all our sites and have implemented several initiatives such

| Energy Consumption                                | FY 19-20 (GJ)    | FY 20-21 (GJ)    | FY 21-22 (GJ)    |
|---|------------------|------------------|------------------|
| HSD   | 9,90,471         | 5,73,532         | 9,17,312         |
| LPG   | 22,159           | 8,422            | 12,195           |
| Grid Electricity                                  | 91,283           | 1,01,861         | 1,37,041         |
| Total Renewable Energy Consumption (Solar Energy) | 1,055            | 714              | 2,089            |
| Emissions   | FY 19-20 (tCo2e) | FY 20-21 (tCo2e) | FY 21-22 (tCo2e) |
| Scope 1   | 74,792           | 43,030           | 68,764           |
| Scope 2   | 20,792           | 23,202           | 30,073           |

as reusing of waste cement & concrete for making paver blocks, pathways and various structures for site utilities. We also recycle construction & demolition wastes 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.

All project sites have obtained necessary approvals from local authorities before commencing their operations. Compliance is ensured

with respect to the various statutes, rules and regulations applicable to our Company.

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 2021-22. The sessions emphasized about adopting waste management practices at our sites.

We have both hazardous and non-hazardous waste are handled diligently and responsibly at our site operation. During the process of disposal, all relevant norms and procedures applicable are appropriately observed and documented for further reference, should there be an emergency. we handle oil spills with meticulous care, and we continually report on waste and spills as mandated by ISO 14001

and ISO 45001. Periodic internal and external assessments are conducted to ensure compliance with applicable regulations.

During the year, there were no incidents of non-compliance, and no fines were imposed in our operation within the reporting period.

#### Waste control & Management Measures

- Hazardous waste – such as used Spent oil, oil-soaked cotton waste, used chemical / paint sludge / oil containers, batteries, E- waste paint residues, Zinc and ETP sludge is disposed of through Government-approved recyclers / re-refiners / re-processors.
- Hazardous waste is transported as per the statutory requirements and waste management methodologies.

1,189 MT & 27 KL (used/Spent oil) Hazardous waste V 15% to FY21

13,933 MT Non-Hazardous waste V 13% to FY21

### Recycling waste to reduce natural resource dependency



Reusing of wastes' practices have been imbibed by various sites, which includes making of paver blocks, traffic post, seating arrangement from waste concrete, and reusing of waste plastic containers for making of seating arrangement and beautification purposes. The reusing helps reduce the material dependency.

Our total water recycled and reused has been estimated based on the water recycled through rainwater harvesting pits, sedimentation tanks, collection pits, WTP/STP plants 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. We have restructured our water data management and enhanced the depth of monitoring and disclosure, thereby presenting more accurate data for the reporting period.

- Electronic waste (e-waste) is disposed of through authorised vendors as per the statutory requirements and waste management methodologies.
- Biomedical waste generated at dispensaries, health centres is disposed of as per statutory requirements, and responsible disposal is ensured.
- We do not import, export, transport or treat any hazardous waste.

#### 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

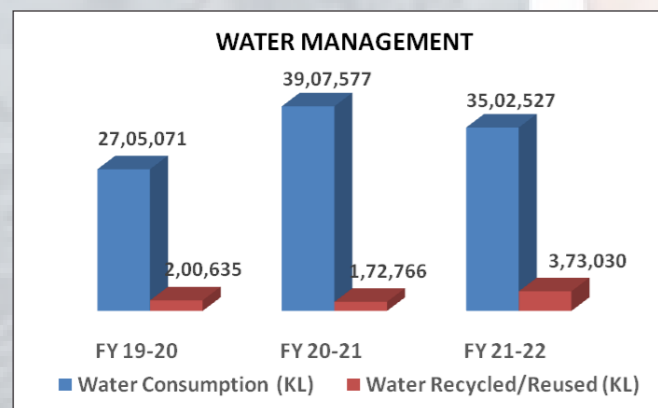
| Technology upgrade                            | operational upgrade  | Behavioural upgrade   |
|---|--|---|
| Using Screener for debris screening           | Establishing material usage norms  | Continuous monitoring of the waste generated and ensuring reuse/recycle |
| Using waste recycled material as raw material | Reconciliation of materials  | Enhancing skills of workers   |
|   | <ul style="list-style-type: none"> <li>• Reusing waste generated in other work / activity</li> <li>• Landfill of C&amp;D wastes have been reduced by disposing through Authorised recyclers vendors</li> </ul> | Awareness on conservation of natural resources                          |

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.

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, 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 reusing in other activities, where no. of workforce is 400 and more. 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 Neutral' in the coming years.

| 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.   |
| <ul style="list-style-type: none"> <li>Application of curing compounds.</li> <li>Using of Mist Guns, Smog guns</li> </ul>   | Installation of collection pits in batching plant area, vehicle wash area to collect the run-off water and use further for dust suppression, gardening work etc.   | We encourage our employees and workers towards conserving water on a regular basis.  |
| <ul style="list-style-type: none"> <li>Setting up rainwater harvesting systems at potential sites with rooftop rainwater collection system which help offset our water requirement.</li> <li>Using of IoT enabled devices for effective water management</li> </ul> | <ul style="list-style-type: none"> <li>Reuse of RO reject water to be used for flushing of urinals, curing of structure</li> <li>Improved monitoring systems for efficient water usage in our sites consume less fresh water during the construction.</li> <li>Using of Bio-blocks at urinals</li> </ul> | We are constantly working towards minimizing the fresh water consumption and are in the process of creating wastewater-free processes for our project sites. |

| Source of water  | Withdrawal in KL |           |           |
|--|------------------|-----------|-----------|
|  | FY 19-20         | FY 20-21  | FY 21-22  |
| Municipal Water for drinking   | 1,18,410         | 53,226    | 1,37,127  |
| Municipal Water for construction                                     | 43,485           | 60,117    | 1,42,357  |
| Tanker Water   | 16,43,545        | 17,00,383 | 26,23,988 |
| Ground Water (bore well)   | 10,66,822        | 6,74,073  | 7,68,134  |
| Surface Water (External-pond / river)                                | 75,767           | 66,947    | 55,794    |
| Purchased Drinking Water (RO water) - Third Party                    | 38,948           | 48,766    | 56,120    |
| Rainwater Utilized (water consumed from RWH facility)- Surface Water | 7,193            | 1,717     | 7,071     |
| Any Other  | 8,789            | 24,556    | -         |



GRI Disclosures 103-1, 103-2, 103-3, 303-1, 303-2, 303-3, 303-4, 303-5

### Reusing & Recycling of Waste Water



We have installed Sewage Treatment Plants in the labor colonies of our sites. These STPs treat waste water 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 to save nearly 10,000 KL of water / year.

### CASE STUDY

#### “Recycling NATM Tunnel Seepage Water for TBM Tunneling Operations”

**Setting the Context:** For tunnelling purpose we need huge quantity of water that can be supplied by bore wells or purchasing from out sources which takes cost and environmental damage indirectly.

**Stakeholders involved :** GULERMAK - TPL PUNE METRO JV

**The Intervention / Actions / Programmes :** To reduce capital expenditure for procuring water, the project team has found an environment- friendly solution; in turn, they put a sedimentation tank at the shaft bottom and collected the seepage water at one place with the help of tarpaulins fixed below the tunnel roof, earlier which was simply bailed out from the tunnel to outside by using pumps.

By putting the sedimentation tank inside the NATM tunnel, entire seepage water is now collected in it, and from this tank, the treated water is now sent to a storage tank in the shaft and then again pumped to the surface storage tank located at the grout plant area. This recycled process water is now used for cooling tower and grout plant operations and this is also supplied to TBM tunnelling operations.

These arrangements are done with all available resources at the site itself. This process benefitted not



only to discard the outsourcing of water but helped the environmental aspects by making the recycled wastewater useful for the tunnelling operations.

**Impacts & outcome :** This initiative has positively impacted the environment and thus we will be able to create more opportunities to improve what we recycle and to put more waste to our work back rather than putting it in landfills.

**Testimonials of various stakeholders:** This project is appreciated by the client MMRC and General consultant during the progress review meeting

#### Fostering Ecology

TPL is committed to conducting its business in a socially, economically and environmentally responsible manner to the benefit of current and future generations. It aspires to deliver projects that leave a positive impact on the society and the environment.

The sustainability strategy is built on the four pillars: Environment, Economic, People and Social. This is mapped to the United Nations’ Sustainable Development Goals and demonstrates the Company’s commitment towards the attainment of the 2030 Agenda for Sustainable Development.

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 35,179 saplings during FY 2021-22. We have partnered with NGOs, gram panchayats, schools etc. in our endeavour to increase green cover on our planet.

**4.15 Lakh trees planted between FY18-FY22**

#### Campaigning for Nature....

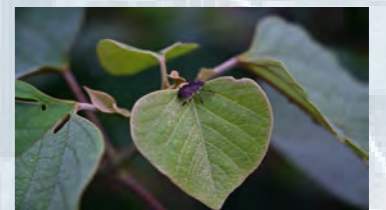
##### Tata Sustainability Month

Tata Sustainability Month (TSM) is celebrated every year to reinforce the engagement of employees and other stakeholders in our sustainability Initiatives. TSM 2021 celebrated the theme of “Ecosystem restoration” that sustains and enriches life. Our employees participated in month-long celebrations packed with various aspects of sustainability, biodiversity, SMART connections, etc along with quiz competitions and pledges. Two of our environment related good practices reached the final stage of selection. All project sites conducted sapling plantation drive.

Developed Urban Dense forest through Miyawaki Technique in Tata Projects’ Medchal Plant in Hyderabad – (Total Area covered - 1077 Sq-ft & 377 nos sapling of 50 native species were used) & PML3 Project in Pashan (Pune) – (3,300 Sq-ft & 1,013 nos sapling of 100 native species were used), To foster biodiversity in the region, Tata Projects decided to supplement the existing green cover. Towards this objective, it zeroed in on the Miyawaki technique, which is renowned for accelerated creation of a natural, wild and dense forest. It involves planting dozens of native species close together in a really small area. Not only does this enrich the green cover, it also reinforces the richness of the land and nurtures biodiversity.

**Through adopting Miyawaki technique, a barren area has now been converted into a dense forest in quick time providing a plethora of benefits:**

- Moderate initial cost
- Zero maintenance
- 100% organic no pesticides used
- Only native plant selection
- Multi-layered green forest
- Ensures Green cover
- Improves air quality
- Reduces carbon footprint
- Recharges groundwater
- Reduces temperature inside the forest and in the surrounding areas
- Kindles natural biodiversity & increase green effect
- Fosters dry & sub-humid land’s biodiversity



#### Type of Species:

- |              |            |              |            |
|--------------|------------|--------------|------------|
| 1. Neem      | 2. Mango   | 3. Peepul    | 4. Kadamb  |
| 5. Wawala    | 6. Beheda  | 7. Anjan     | 8. Kinjal  |
| 9. Dev Sawar | 10. Kadhai | 11. Chinch   | 12. Guava  |
| 13. Gulmohar | 14. Amla   | 15. Sheesham | 16. Babhul |

GRI Disclosures 103-1, 103-2, 103-3, 304-1, 304-2, 304-3, 304-4



**CASE STUDY**

**Restoration of mangroves between fingers of the Temporary Access Bridge and Flamingos Feeding Mudflats**

**Setting the Context –**

The MTHL Package 2 is situated in a Navi Mumbai side of the Thane Creek which is extended over an intertidal zone of 2+ kms. As the river Ulhas joins the Arabian sea it brings along sediments and other minerals which were over years been deposited in the creek and formed a Mudflats around the creeks mouth.

The Mudflats and the mangroves of the region provide a hotspot for benthic diversity and thus attract various Birds to feed upon. Flamingos, Terns, Gulls, Egret, Ibis to name a few.

The mangroves also provide habitat and food to various Crustacean and Pisces species. With primary population of local habitants and their dependency of livelihood on the intertidal flora and fauna. It is very important to conserve the biodiversity in region and promote its balance.

**Stakeholders involved –**

The primary stakeholder directly impacted due to any slight change in the biodiversity of the region are fisherman. Pollution of any form might or change in the sediment property of the mudflats is directly proportional to the fish yield and migratory birds arrival in the area.

**The Intervention/Actions/Programmes –**

Since a major part of the project falls under the CRZ region any construction activity thus planned is designed by taking into the consideration its impact on the regions Biodiversity.

A temporary bridge is constructed taking into consideration that floating barges in the mudflat region might result in sediment scouring and making the region inhabitable for various benthic population of the bed. During the piling activity, Reverse circulation drilling technique was used and the muck generated is transported to the low-lying areas and EBB location with prior approval from concerned authority.

To promote the incoming migratory birds population in the area, all construction equipments are fitted with Noise abatement measures and mufflers. The noise generated from these equipments is thus well within the prescribed limits of the National Ambient noise level and recommendation of BNHS.

Community training programs in nearby schools were conducted to educate the younger generation about the importance of the Intertidal Ecosystem and its conservation.

**Impacts and Outcome-**

With various conservation aspects and mitigation measures reflects in various forms:

- Increase in no. of incoming migratory birds namely Lesser Flamingos on Year on Year basis.
- No impact on fish yield of the fisherman
- Regrowth of Mangroves between the temporary bridge fingers in the ROW of the project.



**GREEN THUMB**

Tata Projects' Green Thumb initiative, launched in 2016 on World Environment Day, aims to help restore India's green cover and arrest the adverse impact of climate change. Starting off as an employee engagement initiative, Green Thumb has today grown into a full-fledged environment conservation drive. Under the initiative, fellow citizens can pledge to plant a tree, and Tata Projects fulfils this wish by planting trees at its project sites across India.

As an environmentally responsible company, Tata Projects runs its 'Green Thumb' initiative that is based on a unique online participation model of, "You click, we plant" clicks on <https://tplgreenthumb.com>, wherein, 'trees' are attributed for 'clicks' received on its microsite. Planting a tree just got simpler and quicker with the Green Thumb initiative. You need to fill in a simple online form to view your name against the 'last tree planted by' on the homepage of Green Thumb's microsite, which can be shared on social media. And what is truly remarkable is that you can dedicate the tree to someone - what better way of gifting something unusual to someone special! The campaign, launched on WhatsApp, garnered nearly two crore participants in India and across the globe.

This unique initiative covers more than 150 project sites of the company nationwide and involves simultaneous tree plantation drive. About 4,00,000 trees have been planted under the Green Thumb initiative in last four years.

The campaign won the award for 'Best use of Social Media in Marketing' at the 2018 Global Marketing Excellence Awards by Global Marketing Congress.

**#Pledge To Plant For A Greener Tomorrow!**

**This year we envisage planting 4 Lakh Trees**

Take a pledge with Green Thumb, an initiative to help restore India's depleting green coverage. Under the Green Thumb initiative, Tata Projects plants trees at its various project sites across India. These trees are attributed to the pledges of support received from participating citizens. Green Thumb is a truly unique initiative as it is led by an online 'platform' wherein the 'trees' are attributed for 'clicks' received on its microsite. People can click on the microsite - If clicks received are more than trees planted then these are attributed to the cause of protecting the environment.



**TATA PROJECTS** Simplify.Create

**TATA**

**TATA WORLD stories** TATA WORLD Connect.Share.Engage.

**Trees for the Soul**

*Pledge to be a mitra (friend) of the environment and use your green thumb to make the planet greener and habitable for future generations.*

Development is necessary to meet the needs of a burgeoning global population, but it should in no way harm ecology by denuding the planet of its natural resources. Like every developing country, India's green cover is depleting rapidly due to industrialisation and urbanisation, thereby posing a real existential threat.

The Tata group since its inception has been a responsible corporate citizen, taking cognizance of its commitment to sustainable development. In this article, read about two Tata companies that have been working relentlessly to replenish India's lost green cover through their tree plantation drives.

**GREEN THUMB**

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This one-of-its kind online initiative — where 'You click, we plant' clicks on <https://tplgreenthumb.com> — has led to the planting of more than 400,000 trees at over 150 Tata Projects' sites. Trees have been planted along transmission lines and dedicated freight corridors, at the Kasargod Hospital, Dravyavati River Rejuvenation project, the New Parliament Building, and other sites. Recently, Tata Housing partnered with Tata Projects to undertake a tree plantation drive at the former's select project sites, including at Avenida in Kolkata where volunteers from the non-profit organisation, Millennium Mams, participated enthusiastically.

Mr Uddhav Thackeray, Maharashtra Chief Minister Participates in Green Thumb Initiative

Mr. Pinarayi Vijayan, Chief Minister of Kerala participates in Green Thumb Initiative

Mithali Raj - Indian Women's Cricket Captain Participates in Green thumb initiative

Soha Ali Khan Green Thumb Ambassador 2019



**Green Thumb Initiative**

Under its Green Thumb Initiative, Tata Projects planted 40,000 saplings at Krishnapatnam. Today the area is a lush green forest. Building Projects in Sync with Nature

# OUR APPROACH TO DEVELOPING and LEVERAGING POTENTIAL

## Human Capital Management.

Our operations being labour 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 is faction and continuous development through improved learning opportunities.

HR function plays a key role in attracting high quality talent, identifying and developing high potential employees, implementing employee friendly and progressive policies, leveraging digital technologies to connect and engage with employees and capability development for building a future ready organization. HR function co-creates its annual HR Strategy with the business leadership team to align with business goals and financial performance. The HR function is equipped to respond to diverse needs of the businesses and collaborate with them to develop a sustainable, long-term competitive advantage.

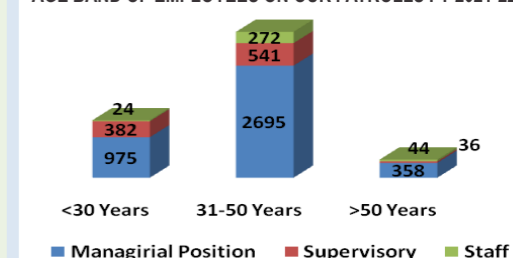
We have established the Human Resources centre of Excellence which helps towards ensuring consistent, cost-effective and time-bound standardised HR services to all our employees. Our continued growth and expansions are supporting our strategy to increase opportunities for our workforce, and to enhance the communities where we operate. During the reporting period, we had a total workforce of 11,000 employees, of which 5,327 were employees on our payrolls and 5,673 were employees on third party payrolls. We are an equal opportunity employer and have 309 women employees' on-rolls.



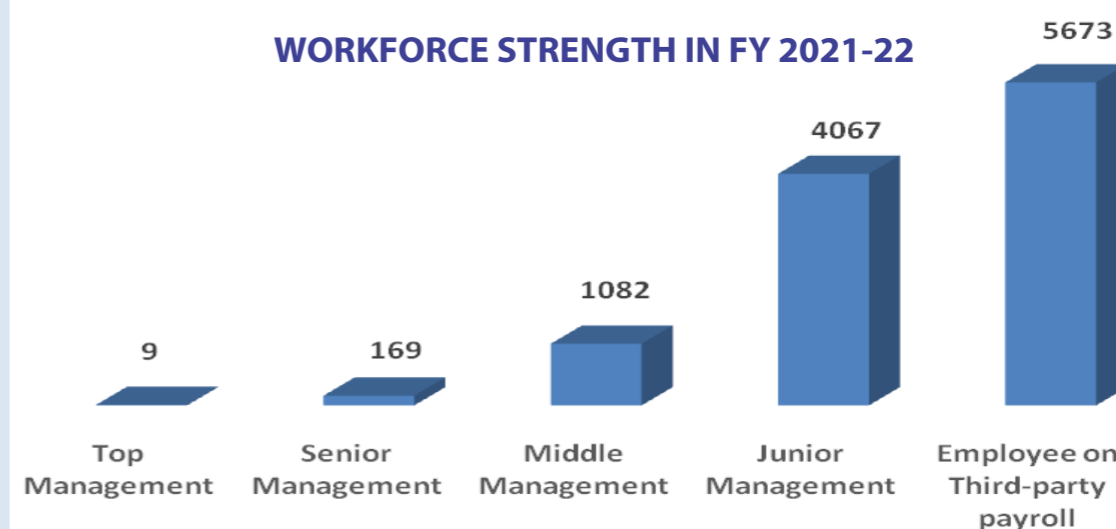
OUR WOMEN EMPLOYEE STRENGTH HAS INCREASED Y-o-Y

| Employee Category                 | Workforce Turnover 2019-20 (%) | Workforce Turnover 2020-21 (%) | Workforce Turnover 2021-22 (%) |
|-----------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Employees on our payrolls         | 5364                           | 5316                           | 5327                           |
| Employees on Third-party payrolls | 5771                           | 4920                           | 5673                           |

AGE BAND OF EMPLOYEES ON OUR PAYROLLS FY 2021-22



WORKFORCE STRENGTH IN FY 2021-22



GRI Disclosures 102-7, 102-8, 102-41, 103-1, 103-2, 103-3, 401-1, 402-1

**Total Employee (On Rolls) New hires in FY 2021-22**

| Employee category   | UoM        | As on 31.03.2022 |             |            |             |           |             |            |
|---------------------|------------|------------------|-------------|------------|-------------|-----------|-------------|------------|
|                     |            | <30 years        | 31-50 years | >50 years  | Male        | Female    | Local       | Non- local |
| MD                  | Nos        | 0                | 1           | 0          | 1           | 0         | 1           | 0          |
| Top Management      | Nos        | 0                | 1           | 0          | 1           | 0         | 1           | 0          |
| Senior Management   | Nos        | 0                | 15          | 15         | 28          | 2         | 29          | 1          |
| Middle Management   | Nos        | 1                | 27          | 191        | 215         | 4         | 212         | 7          |
| Junior Management   | Nos        | 363              | 4           | 353        | 659         | 61        | 708         | 12         |
| Supervisory         | Nos        | 88               | 0           | 42         | 124         | 6         | 125         | 5          |
| Technical Staff     | Nos        | 5                | 0           | 7          | 12          | 0         | 9           | 3          |
| Non Technical Staff | Nos        | 1                | 0           | 0          | 0           | 1         | 1           | 0          |
| <b>Total</b>        | <b>Nos</b> | <b>458</b>       | <b>48</b>   | <b>608</b> | <b>1040</b> | <b>74</b> | <b>1086</b> | <b>28</b>  |

**Total Employee (Out Sourced) New hires in FY 2021-22**

| Employee category   | UoM        | As on 31.03.2022 |             |           |             |           |             |            |
|---------------------|------------|------------------|-------------|-----------|-------------|-----------|-------------|------------|
|                     |            | <30 years        | 31-50 years | >50 years | Male        | Female    | Local       | Non- local |
| Senior Management   | Nos        | 0                | 0           | 0         | 0           | 0         | 0           | 0          |
| Middle Management   | Nos        | 0                | 2           | 0         | 2           | 0         | 2           | 0          |
| Junior Management   | Nos        | 109              | 192         | 8         | 308         | 1         | 309         | 0          |
| Supervisory         | Nos        | 409              | 315         | 29        | 725         | 28        | 753         | 0          |
| Technical Staff     | Nos        | 169              | 292         | 11        | 471         | 1         | 472         | 0          |
| Non Technical Staff | Nos        | 89               | 69          | 6         | 154         | 10        | 164         | 0          |
| <b>Total</b>        | <b>Nos</b> | <b>776</b>       | <b>870</b>  | <b>54</b> | <b>1660</b> | <b>40</b> | <b>1700</b> | <b>0</b>   |

**COVID Safety & Work-From-Home Policy**

In the Covid era, prevention and safety being critical, we have taken several actions to ensure seamless business continuity while safeguarding health and safety of employees, consultants and labor at site, some of these being:

- A long-term Work from Home model has been conceptualized to enable a large part of our workforce,

including consultants and back-office teams, to operate from home few days a week and minimize the risk involved in commuting to workplace. Appropriate technology support has been provided to support the employees.

- Social distancing norms strictly followed at all office locations and sites and frequent cleaning and deep sanitization of workplaces.

- Awareness and prevention communication at various touch points within the organization and dissemination of central and state government guidelines
- Monthly COVID testing camps at offices and project sites. Rigorous contact tracing and testing in case of any positive case.
- Pan-India tie up for free COVID testing of employees and family

members, tie-up with leading hospitals for priority admission of employees and reimbursement of home quarantine expenses.

- Installation of smart attendance monitoring devices in offices and at sites, with in-built facial recognition, temperature and mask adherence monitoring and touch-free sanitizer dispensing.
- COVID-19 audits adhering to international and Indian guidelines from reputed organizations such as WHO, CDC, MOHFW, ICMR etc. undertaken at key sites.

**Performance Evaluation & Compensation**

At TPL, performance management is a continual holistic process as opposed to traditional annual appraisals. The bi-annual performance management system called ASPIRE is implemented through a mobile-only application for easy access and to enable real time updates on key achievements and milestones. This allows employees and managers the flexibility to monitor performance on an ongoing basis and take corrective actions. Features like

standardised goals, provision to undertake stretch targets and a mechanism to seek feedback from peers and key stakeholders ensure alignment to the organisational and business goals and encourage collaboration between teams. Our Compensation Structure has been reviewed and the employees are provided with flexibility to choose from a basket of tax friendly salary components. Our on-roll employees enjoy the following benefits during their association with us:

- Health Insurance Scheme
- Flexi-allowance Program/ Pension Scheme
- Periodic Medical check-up facility (On-roll and contractual employees for above 25 years of age group)
- Annual Performance linked reward for all on-roll & contractual employees including probationers

All the above benefits are subject to TPL HR policies. The Provident Fund benefit is also extended to our contractual employees in addition to our full-time staff.

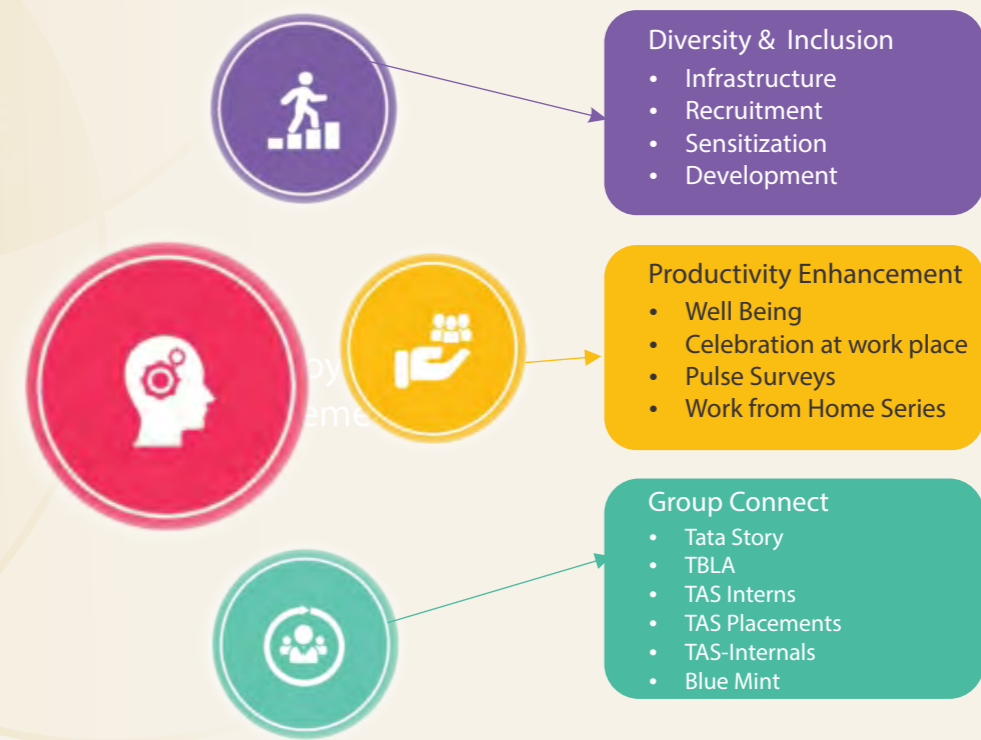
**Employee Engagement**

Employee Engagement is important to

driving business excellence and productivity. Various events and activities are conducted all through the year, such as sessions on people management and leadership, skill for successful remote working, annual sports day events, celebrations at the workplace, and employee wellbeing initiatives to drive employee engagement at TPL. Town hall meetings are conducted at office locations and project sites, offering many employees an opportunity to interact with the leadership team and understand many aspects of our business. We continue to revise our people policies, such as Annual leave, Paternity leave, PMS, and Employee Wellness, in line with the industry's emerging trends and best practices.

**Managing risks of Human Rights**

As a globally recognized EPC company, Tata Projects respects human rights guidelines of various international organizations, such as Universal Declaration of Human Rights, UN Guiding Principles on Business and Human Rights, ILO



convention and applicable local laws covering the Factories Act 1948, Building and Other Construction Workers regulation of Employment and Conditions of Service Act 1996, central Rules 1998, Industrial Disputes Act 1947 and amendments thereof.

Through our Tata code of Conduct, we nurture the values of prohibition of forced or child labour, humanitarian treatment, fair performance evaluation and compensation, and non-discrimination based on nationality, race, gender, or religion. We conduct awareness session on code of conduct for all our employees. To identify and prevent risks of human rights violation and thoroughly implement policies related to human rights, we inspect and monitor our places of business. We strive to protect human rights of various stakeholders by implementing policies e.g. Whistle Blower, ABAC & POSH; where any stakeholder can report human rights violation cases on any unethical activities or sexual harassment and workplace harassment in place. We refurbished the process of receiving reports, conducting investigation and taking measures, and launched the committee on Workplace Harassment for objective deliberation. 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 agreement. During FY 2021-22, there have been no significant fines or non-monetary sanctions or cases of non-compliance pertaining to human rights or labor practices.

#### Zero tolerance to Discrimination

As a responsible employer, we are committed to fair labour practices and are in compliance with all applicable laws. We follow a zero-tolerance approach on the issues of employee discrimination, bonded labour, child labour, corruption and unethical conduct. We strictly enforce age verification of employees and contract labourers at our project sites.

TPL employs more than 60,000 contract labour across various sites. We had set up labour camps at their sites to house these labourers including migrant labourers. During the lockdown period, your Company ensured food, shelter and medical facilities in these labour camps and timely remittance of wages to workmen. A workforce compliance system for the organisation's labour force was introduced.

In response to the COVID-19 pandemic, the company undertook relief as well as long term impactful initiatives. As part of relief measures, the company joined hands with local and national level organisations.

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 providing job-specific training to under-privileged men and women at our project sites as per the scheme initiated by GoI & AICTE in 2013 with an aim to address the shortage of skilled labours in construction industries by producing skilled work force.

#### Diversity and Inclusion

We have a well-established Gender Diversity Framework, which has four pillars

- Recruitment
- Gender sensitization
- Infrastructure
- Mentoring.

We focus on enhancing gender diversity and inclusion through better infrastructure at sites, hiring of more women candidates with specific focus on senior levels, developing and retention of talent, gender sensitivity training and enabling a more inclusive workplace. Our Human Resource policy framework, including Maternity Leave Policy, Crèche facility, Work from Home policy, and Flexible Timings, helps women employees establish a healthy work-life balance. The Company employed 6% permanent women employees as of FY 2021-22 and has made significant changes to its performance assessment process to support returning mothers. We have also introduced mentorship programs for women employees, in association with Tata Sons, for holistic talent development.



## Learning & Development Management.

### Our People, Our Pride

We are focused on providing a high-performing and inclusive work environment to our people. Our efforts are directed around capacity building, talent management, diversity and inclusion, and employee engagement to build a future ready organisation.

### Building Organisational Capability – For Present and Future

To strengthen organisational capability at various levels, Corporate L&D offers programs related to Technical, Behavioural, Managerial and Leadership aspects of project management and execution. Other programs also include training on Internal Processes, IT Tools such as EPM, ERP, Primavera, and MS Project amongst others.

In responding to emerging business opportunities and skill requirements, programs are designed, customised to meet the talent needs of various projects and enabling functions. Flagship programs are Construction Project Management, Contract and Claims Management, Building Information Modelling (BIM), Safety, Quality, Tata Culture and Values and many projects specific learning and development interventions.

We continue to leverage technology solutions to make learning available on leading technology platforms, anywhere and all the time, drive learning without boundaries. Today, we have enabled employees can access all learning content available online and learn using any web and mobile enabled handheld devices. Our objective is to make boundary less learning a great experience for every employee.

As Authorised Training Partner (ATP) for PMI®, USA, our programs also enable PMP® certified participants with Professional Development Unit (PDU) credits for the programs. Our LMS also provides employees access to much larger learning eco-system - Tata Tomorrow University (TTU). This option has enabled access to TTU learning platforms for all employees irrespective of their nature of employment. Highlights during the year include:

1. 300 sessions conducted
2. Monthly average of 976 employees
3. 2073 Hours of training
4. 0.2 Hours Average Training Hours per No. of Employee covered
5. 9000+ employees provided LMS access
6. Digital classrooms for high quality delivery of programs [one in Mumbai & other one in Hyderabad].

### Employee - caring thru' Training & Education

TPL continuously strives to attract high quality talent, focus on development of high potential employees and provide an inclusive and diverse work environment for its talent base. As an organisation, we promote just and fair HR practices, implements employee-friendly and progressive policies, leverages digital technologies to engage with employees and focuses on capability development to build a future-ready organization.

Year 2021-22 witnessed many challenges. While project teams continued to cope with challenges related to COVID-19, TPL's L&D (Learning & Development) swiftly moved from physical classroom sessions to Virtual classrooms. With the support from IT, Admin, HR teams and business, the migration to digital classroom was a successful experience for all stakeholders.



L&D has been AGILE in keeping business first Approach. L&D is flexible, quick and adaptable to the needs of business as they emerge and moved swiftly in adapting to the changing ecosystem and ensured that learning is more simple and convenient to all employees of TPL. Long duration flagship programs are now available as short webinars online and this has eliminated travel for employees without compromising quality of learning. Many open programs conducted during 2021-22 received good response from business.

### LMS on Hub & Yammer

TPL LMS was launched in April 21 and the launch event witnessed a great response. More than 1200 employees joined from various sites. All employees have access to LMS through Hub. L&D's other objective is to cover larger workforce, which includes all employees irrespective of the nature of employment contract, L&D publishes its monthly calendar on the Yammer. As all employees have access to Yammer, they can view the calendar and enroll for open programmes that are of their role relevance.

### Emerging Talent Management & Employee Engagement

The Talent Management function is focused on building high quality talent pool for the organisation. This is achieved through 1) hiring of high-quality talent at entry levels and 2) identifying and developing high potential employees' basis their past performance and potential assessment.

Employee Engagement is integral to productivity enhancement and employee retention at TPL. Throughout the year, various workshops, events and activities are organized include Training Manager's on people management and engagement skills, bi-annual digital town halls and employee well-being initiatives.

The COVID-19 pandemic ushered a need to seamlessly transition from a physical to "digital workplace", where technology plays a key role in connecting and engaging with the workforce. Our new digital workplace platform HUB enables employees to view key organisation announcements, receive updates on organisational initiatives, share best practices and learnings and participate in surveys, quizzes and polls. It provides a one-stop, easy access to all company sub-sites and digital connect and collaboration tools like MS Teams and Yammer. We have our employee rewards and recognition platform, which has also



been digitally revamped and integrated with HUB.

**Key Programs:**

**Future Leader Development Program [FLDP]:**

FLDP is dedicated to building a pool of young leaders for future business leadership opportunities. The screening and selection process is entirely conducted by IIM, Ahmedabad without any inputs from our end. This unbiased process is focused on identifying the brightest minds with the organisation. FLDP is a program of many firsts – 1) 1200+ applications, 2) 592 appearances for the entrance test 3) 120 personal interviews and 4) 40 final participants for the first batch. Complimenting FLDP are a series of integrated events such HOGAN Personality Assessment, Executive Coaching, and many subject specific training interventions. Attractive rewards are offered, from the qualification stage to successful completion of the program. The critical outcome of FLDP is movement of the participants to much larger roles beyond their present function and offer them challenging opportunities.

**Fresh Talent – Hiring & Onboarding:**

Since its launch in 2019, with a view to build talent pool hired from the best technical institutions in the country. We hire from various IITs as well as from leading NITs of the country on the basis of their academic performance, scores in technical tests and personal interviews. We provide comprehensive onboarding and on-the-job training at project site

locations to give them in-depth practical experience to the challenges of project execution and stakeholder management. As a part of our brand building initiatives, we support many programs including sponsorship of tech-fest at IIT Madras, Kharagpur and Bombay. This year we have onboarded 50 GET's, 63 MT's and 21 ET's from premium institutes.

**Executive Coaching: Executive Coaching Program** enables our senior leadership team members to move beyond their area of comfort and strengthen their leadership journey. 69 senior leaders are undergoing one-on-one executive coaching sessions by qualified professionals from Coachwork. We have redesigned the program to ensure better alignment between our employee and the leadership requirements with respect to program objectives.

**Individual Development Plans [IDP]:** Complementing our leadership development and coaching programs are development of IDP for all our high potential employees. This year we partnered with Right Management Consultants to have career conversations and develop detailed reports – 41 high potential employees were covered. The development plans capture the short-term and long-term career aspirations along with the specific gaps identified for the success of the aspiring roles.

**Key Highlights of FY 21-22:**

- Moved from four standard offerings to many open programs on topics of relevance to EPC Business.

- 45 Open programmes were conducted (short duration modules)
- PM Handbook for executive Trainees
- Customised ongoing training for ETs & GETs
- External support (Based on expertise) - 10 External Resources
- Internal Capacity Utilised – 30 Internal resources
- Increased participant coverage and reduce cost
- More internal resources willing to deliver programs
- Participation from International locations
- More senior colleagues came forward to deliver and also attended the sessions
- Many International speakers on emerging topics
- Digital classroom is setup in Mumbai and other one in Hyderabad.
- Capture organizational knowledge and use it for enhancing performance Improvement in projects.

**Talent Acquisition and Retention**

Our Talent Management function is focused on building high quality talent pool for the organisation. This is achieved through 1) hiring of high-quality talent at entry levels and 2) Identifying and developing high potential employees' basis their past performance and potential assessment. We have been creating a large and diverse talent pool of Engineering Graduates and Diploma

Engineers by inducting trainees from premier campuses into Tata Projects every year & there has no exception in FY 2021-22 also. We continue to invest in developing these graduates every year through combination of site based on the job training and classroom based programs and build a high-quality talent pool for our future leadership needs.

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. TPL is focused on building a leadership pipeline for present and future growth with two major priority areas:

- Early identification and development of future leaders with a focus young talent in the Under-30 and Under-40 categories
- Developing a robust internal mobility platform that offers job rotation for high potential talent.

High-performance employees are assessed for leadership potential through a structured Talent Assessment process in partnership with a leading, globally renowned consulting firm. Post the assessment, an Individual Development Plan (IDP) is prepared to address immediate and long-term development. Based on the IDPs, employees are supported with mentoring and nominated for Basic or Advanced Leadership Development Program organised in partnership with leading business schools of India. Newly inducted technology & management graduates are coached through a combination of site-based job training and classroom-based programmes to build a high-quality talent pool for future leadership. Functional heads and line managers along with the human resource team share the responsibility of identifying training needs of employees. Our annual performance appraisal offers the opportunity for employees and line managers to identify training gaps and needs.

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.

We focus on gender diversity and are determined in our efforts to retain talented professionals.

In 2021-22, a total of 1,114 new employees joined our organization, comprising 1,040 males and 74 females. We strive to ensure fair and merit-based performance evaluation and compensation to increase engagement and satisfaction of our employees.

We also intend to conduct an assessment of our critical performers covered under our Recognition and Retention Plan (RRP) and impart Leadership training through an external partner like a globally renowned consulting firm or leading business schools of India. During the FY 2021-22, 11,718 employees covered the various training programs conducted by the Learning and Development (L&D) department.

The Long Service Awards have been introduced to acknowledge and recognize the contribution of employees for an appreciable long period of time towards the organization.

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.

We also provide crèche facility and flexible work timings to women employees. Apart from the above, we have made a significant change to our performance assessment process to support returning mothers. TPL has also introduced mentorship programs for women employees for their holistic development.

**Occupational Health and Safety Training & Processes**

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 45001. Through this, we carry out safety inspection and

management activities at all our operational sites around the globe. Our health and safety management system guidelines apply to all the employees working at TPL, this includes employees on our payrolls as well as those on third party payrolls. All the activities carried out as part of our operations are covered in the health and safety management system, this also 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 Framework ensures prevention of emergency situations and its proper response in case of any emergency. Our sites identify, alleviate and control risks specific to their operation. 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.

Our OHSE policy articulates our commitment towards excellence and achieving HSE related targets. In addition to complying with all applicable country, regional & local health & safety laws, we strive for performance that is among the best in the construction industry. With a total of 216 million safe man-hours worked, our safety practices have resulted in an injury rate of 0.102.

The under listed set of trainings are provided for upgrading our employee's skill & expansion of knowledge

| Leadership Development   | Behavioural/ Compliance  | Project Management   | SAFETY  | Induction  |
|--|--|--|---|--|
| <ul style="list-style-type: none"> <li>L1/L2/L3</li> <li>Youth Leadership Development Program (YLDP)</li> <li>Senior Leadership Development Program (SLDP)</li> <li>Executive Leadership Development Program (ELDP)</li> </ul> | <ul style="list-style-type: none"> <li>Tata Story</li> <li>Tata Code of Conduct (TCOC) &amp; ABAC</li> <li>AGILE</li> <li>TPL Culture</li> <li>Soft skills</li> <li>Presentation</li> <li>Communication</li> <li>Conflict Management &amp; Other External Nominations</li> </ul> | <ul style="list-style-type: none"> <li>Construction Project Management Development Program (CPMDP)</li> <li>Primavera &amp; Candy</li> <li>ERP &amp; EPM</li> <li>Contracts &amp; Claim FIDIC</li> <li>RISK &amp; Insurance Delay Analysis &amp; Claims Management</li> <li>Project Closing</li> <li>Pull Planning</li> <li>Site Record Keeping</li> <li>Subcontractor Management</li> </ul> | <ul style="list-style-type: none"> <li>IOSH</li> <li>Safety Boot camp</li> <li>Hazard Heat Map</li> </ul> | <ul style="list-style-type: none"> <li>Executive Trainee</li> <li>Management Trainee</li> <li>Graduate Engineers</li> <li>Diploma Engineers</li> <li>PGET</li> <li>Lateral Induction</li> <li>Regulatory Compliance</li> </ul> |



**Our strategic Health & Safety initiatives serve as an important driver to foster our sustainable framework:**

Recognizing that leadership is the key driver of safe operations, our corporate leaders have identified and adopted sites to drive a cultural change and help us achieve our goal of everyone's safety and well-being. It involves leaders monitoring and spending time at site engaging with employees and contractors on how we can enhance our safety processes and observing at-risk activities. This leadership engagement also focuses on improving in-field verification of OH&S implementation. The site safety committees with equal participation from TPL employees and contractual workforce develops, implements, and evaluates the occupational health and safety management system, under the 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 OH&S governance, as well as for leading and driving enterprise wide excellence in OH&S management and performance. Respective SBG heads review the safety performance of the business on monthly basis, SBU Heads & Head of Operations review safety performance on weekly basis. Although we thrive to achieve Zero Fatality at our sites and offices, it is unfortunate that during FY 2021-22, we had 02 fatalities of contractor workers across our sites. Since we are an engineering and construction company, our product or service do not have direct impact on customer health and safety; however, through our focus on developing green portfolio, we ensure public well-being

**Few safety initiatives we have undertaken across Tata Projects are:**

- ✓ Integration of Quality, Safety & Sustainability into a single entity called QSS.
- ✓ Zero Tolerance Policy for critical activities - Developed & Implemented ZeTo Policy. compliance to policy is being monitored.
- ✓ Institutionalized & established HSE Internal Audits - 9 IMS Audits and 7 focused audits EVERY MONTH by a specially formed team.
- ✓ Regular Mentoring meetings / visits by Senior Leadership Team(SLT) for

**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 Team**

- Conducted Institute of Occupational Safety & Health Programme (IOSH): Managing Saety training across all SBGs covering 97 Safety Leads.
- Conducted Scaffolding Safety Programme: Managing Safety training covering across all SBGs covering 117 Employee.
- Conducted Behaviour Based Trainings - Organized & trained 291 personnel's across 3 SBGs.

**Upgradation of HSE Management Systems**

- Developed Master HIRA covering 22 high-risk activities and guided site safety team to develop & implement site specific HIRA

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.
- ✓ Effective communication of Containment actions as a learning from an incident.
- ✓ Implementation of Workmen Buddy System to avoid the exposure of high risk for newly inducted workers.
- ✓ Digitization of the HSE management system.
- ✓ Implementation of HSE guidelines covering all the critical activities across TPL.
- ✓ Various other initiatives at operation level to avoid any

mishap by dealing with the hazards in easy & effective manner.

- ✓ EHS Spot awards: An initiative of instant appreciation and recognition based on EHS initiatives and visible leadership. It boosts the morale of the employee and encourage them to show their safety leadership in their own capacity.

**We also provide additional health services for the well-being of our employees**

- 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
- Awareness campaigns on preventive measures for various health problems

**Steps undertaken towards prevention**

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

| Description                           | FY 2019-20 | FY 2020-21 | FY 2021-22 |
|---------------------------------------|------------|------------|------------|
| Total Safe Man-hours (in million)     | 169.66     | 154.72     | 215.77     |
| Fatality Rate*                        | 5.76       | 3.97       | 3.04       |
| Lost Time Injury (in Numbers)         | 14         | 05         | 20         |
| Medical Treatment Injury (in Numbers) | 10         | 06         | 12         |
| First-aid Cases (in Numbers)          | 3,187      | 2,107      | 2,041      |
| Near Misses (in Numbers)              | 1,464      | 2,272      | 3,931      |

\* Fatality Rate : Fatal Accidents per 1 lakh workforce

**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.



**Road Safety Week campaign**

We carried out Road Safety Campaign across all sites from 11th to 17th January 2022, in line with guidelines from The Ministry of Road Transport & Highways. We continue to make a positive difference in our local community where we operate and for our customers, partners and colleagues.



**TATA ROAD SAFETY**

**Campaign in numbers**

- 2000+ Touch points @ community awareness programs
- 800+ man-hours of Customer engagement during campaign
- 500+ Training sessions conducted
- 462 Contractor workers rewarded
- 187 Road Shows organized
- 20 Skits/Nukkad Natak performed by group of workers
- 12000+ Man-hours of Awareness
- 153 Projects participated

**TATA PROJECTS NATIONAL ROAD SAFETY WEEK (11<sup>TH</sup> TO 17<sup>TH</sup> JAN'22)**

**ZeTo ASSURANCE**

Road traffic diversion to be created before work commences

Never reverse & don't move with raised dump body

**Sadak Suraksha - Jeevan Raksha**

**National Safety Week campaign**

We celebrated the 51st National Safety Week from 4th to 10th March 2022 across the company to strengthen our safety culture and enhance EHS Awareness

|                          |   |                       |                                   |  |  |  |  |   |
|--------------------------|---|-----------------------|-----------------------------------|--|--|--|--|---|
| <b>A</b>                 | <b>S</b>                                | <b>S</b>              | <b>U</b>                          | <b>R</b>                                     | <b>A</b>                                       | <b>N</b>   | <b>C</b>   | <b>E</b>                                |
| Allot work only with PTW | Stay clear of suspended load & OHE line | Shield, Shore & Slope | Unauthorized operation prohibited | Road traffic diversions before start of work | Arrange protection from floor openings & edges | Never reverse & don't move with raised dump body | Comply & use certified electrical gadgets & connections with double earthing | Ensure lanyard whilst working at height |
|                          |   |                       |                                   |  |  |  |  |   |

**51<sup>st</sup> National Safety Day Celebrations In Conversation with**



Let's hear directly from our leaders





**Campaign in numbers**

- 10000+ workers and employees kick started the campaign across all sites & offices
- 5400+ Employees & contractor workers rewarded
- 2900+ man-hours of Customer engagement during campaign
- 1500+ Training sessions conducted
- 143000+ Man-hours of Awareness    187 Projects participated



**Marketing and Branding Initiatives**

**Creating Awareness**

**Target Audience**

Top 500 corporates, Government departments, engineering fraternity, common public

**Messaging**

Tata Projects is an environment conscious, leading engineering and construction company. Our continuous media engagements led to 457 Proactive News Articles across print, online and electronic, covering 30 cities across India. Our social media reach is more than 100 million across the world. We crossed over one million followers on LinkedIn.

**Sustaining Business & Protecting Reputation**

Timely interventions involves robust media tracking mechanisms and social media monitoring to gauge upcoming issues and tackle it at a nascent stage itself.

**Enabling Business**

In an endeavour to enable business, the Team created corporate presentations, videos and project videos. In addition, business teams were supported by assisting them through branding creatives at events and client presentations. To support business teams to strengthen bonds with clients, events with media and branding management were executed such as inauguration of Balasaheb Thackeray National Memorial project and Bhumipujan of BDD Chawl Redevelopment Project. Several Key Project wins such as for National Maritime Museum, and transmission projects in Africa and South East Asia were amplified geographically to garner more business.

Several trade events, where our potential clients could be targeted using their 'Ecosystem' such as architects and infrastructure investors, were targeted and sponsored.

**Building the Brand**

With co-sponsorship of #TataLitLive, and several Classical Music and Dance Festivals, Tata Projects undertook a fullfledged social media campaign that put forth the messaging which positioned the brand as a 'Cultural' and "Intellectual Thought Leader" – beyond its regular connection to construction, infrastructure & projects.

**Green Thumb Initiative:** Messaging was weaved and amplified through various platforms and campaigns thereby portraying

Tata Projects as an environmentally conscious brand which has an earnest desire to help restore India's depleting green coverage. Over one million clicks were garnered for the initiative.

**Independence Day campaign:** Our brand campaign 'Accelerating India's Progress' used the narrative 'technological and competitive prowess' that enabled good nationwide visibility.

**Television interviews** on the Parliament Project and MTHL, along with News snippets were plugged during important timelines such as Union Budget announcement and various other national and industry policy pronouncements.

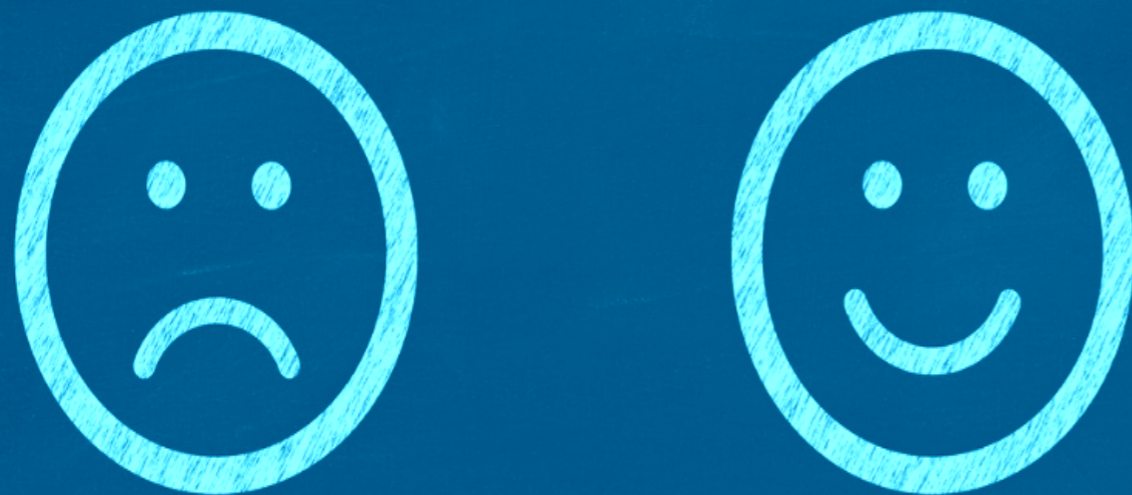
The Company undertook a novel co-branding route where our customers highlighted our brand via tag lines such as "Constructed by Tata Projects."

Since we are an engineering and construction company, our product or services, there were no incidents of non-compliance concerning products, service, information, labeling and marketing communication.





# CREATING A POSITIVE CHANGE



**Empowering You to Make a Positive Change**



## Caring for the Future

Our commitment to reach among the Top 50 global Infrastructure Company has been time enduring, with social obligation and environmental responsibility becoming integral principles in its business goals. Its initiatives encompass Disaster Relief, Water Sustainability, Education, Health, and Community Initiatives.

Making a positive contribution to our local communities wherever we work, we want local communities to benefit from our presence by helping them to be healthier, more prosperous and engaged with our work. 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, focusing on provision of safe drinking water, skill empowerment, and education, health & hygiene, Covid-19 response. And, we firmly acted upon to provide a sustainable social impact aligned to the nation-building agendas. It consists of our Corporate Social Performance Standard and a set of guidelines that enable us to meet our regulatory commitments, besides supplementing the National level goals and United Nations' Sustainable Development Goals.

### Social Contribution Strategy

In the year FY '21, Tata Projects Limited (TPL) CSR strategy was revisited to align itself to the evolving CSR norms and requirements. The company consolidated its geographical focus to four states in which it would support sustainable CSR initiatives, they are Telangana, Maharashtra, Andhra Pradesh and Odisha based on social needs and our development objectives. The objective is to support projects that deliver sustainable impact for marginalized communities with focus on Affirmative Action. The year marked the unprecedented Covid 19 pandemic and in response the company focused on Health and Hygiene as one its four CSR focus areas. The company focused on four areas of development 1) Education 2) Water 3) Skill Building and Livelihood and 4) Health and Hygiene and Covid 19 support. The company's board approved the revised CSR policy which incorporated these changes along with the approach and direction in line with the new CSR rules and amendments. All these programmes were rolled out by Tata Projects Community Development Trust (TPCDT), the CSR arm of TPL. The website of the company for getting more information through the web links below:

**[Tata Projects Corporate Social Responsibility](https://www.tataprojects.com/csr/)**  
<https://www.tataprojects.com/csr/>

### CSR Committee consists of the following Board members

| S.No | Name of the Person    | Designation                          |
|------|-----------------------|--------------------------------------|
| 1    | Mrs. Neera Saggi      | Chairperson and Independent Director |
| 2    | Mr. Sanjay Bhandarkar | Independent Director                 |
| 3    | Mr. Vinayak Pai       | Managing Director                    |

From FY '22 onwards, Tata Projects CSR was created as a separate functional department and it got directly engaged with the implementing partners and continued to monitor the project deliverables periodically without creating any vacuum in programme space. The company working as a funding organization partnered with implementing agencies with relevant expertise and experience on implementing CSR projects. The total CSR fund was spent under three heads- Ongoing Projects, one time projects and Admin costs. While there was continuation of ongoing projects with the same identified implementing partners, the one time projects were identified and supported as per the need emerged from the community. On the basis of well-defined criteria, reputed and well-established developmental organizations were identified, project proposals were sought, received and evaluated, and funding and partnerships were finalized. The projects witnessed two major Covid 19 waves, which slowed down the tempo of projects, however the programmes continued to reach the targeted beneficiaries. The CSR programmes covered 8 states this year namely Maharashtra, Andhra Pradesh, Odisha, Telangana, New Delhi, Haryana, Rajasthan and Karnataka.

The Company also conducted an Impact Assessment study of the ongoing programmes through an external reputed organisation to understand the reach of programmes, the areas that needs to be improved and the activities/ strategies those can be replicated in subsequent years. Basically, the assessment was on the process followed, strategies undertaken and the reach. The recommendations and suggestions were then incorporated in the next financial years proposal.

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.

All our initiatives are planned towards attaining long term positive change in the communities that we work in, that includes not only economic benefits but focus on socio-political benefits and ensure sustainable development. The project on conserving water and soil and promoting climate resilient agricultural practice has witnessed a great impact. There was increase in the productivity of soil, availability of more water for irrigation and drinking. 140 HHs have started organic farming to enhance their produce and soil condition thereby making it more sustainable. Similarly, the livelihood programme also thrusted on capacity building of the beneficiaries in kitchen garden and sustainable agricultural practices. The Health programmes are planned in a way that it strengthens the Government system and capacities of its functionaries. Training programmes for the Auxiliary Nurse and Midwife and Angan wadi Worker on better health care, nutrition, measuring the growth of the children etc in regular intervals ensures sustainability of the programme. The creation and capacity building

trainings of the community based organisations lead the programme towards sustainability.

We have been also providing opportunities to the TPL employees to volunteer for environmental cause like Lake cleaning, tree plantation, utility structures out of waste concrete blocks etc. The volunteering programmes involved 3095 employees, clicked more than 9800 hours through our various volunteering intervention (Volunteering hours per capita is 1.85 hours).

The CSR obligation for FY 2021-22 was INR 5.07 crore and total CSR amount of INR 5.2 crore was spent in FY 2021-22.

This year also marked the transition period in the operating model for CSR. TPL has decided to work as a funding organisation and engage with implementing partners working in these four focus areas with relevant expertise and experience. The CSR arm of Tata Projects Ltd. partnered with reputed Non Government Organisations for implementing CSR projects. On the basis of well-defined criteria, reputation, commitment in the field, well-established developmental organisations were identified and then project proposals were sought, received and evaluated, and funding and partnerships were finalised. The projects were rolled out amidst COVID-19 challenges to reach out to the marginalised and support extended during such critical times.

#### The company focused on four areas of development



#### 1. Education

Under the thematic area of Education, the holistic education project continued to promote school-based education through mainstreaming adolescent children, providing academic support and career awareness sessions. The main feature of the programme included the component of Financial and Numerical Literacy, which is aimed to increase the ability of the students of higher classes to be at their respective standards. The programme continued in the states of Andhra Pradesh, Telangana, Maharashtra and Odisha in partnership with Magic Bus India Foundation for this initiative covering 7383 students. Under the one time grant, TPL had partnered with Magic Bus India Foundation in the state of Andhra Pradesh, Telangana, Maharashtra and Odisha to support 100 needy

girls by providing scholarships. This would be helpful for sustaining the studies of the girl children. Besides this, the company also partnered with Vidhyaprathisthan to benefit 873 students through upgradation of science and computer lab in the state of Maharashtra.

#### 2. Water

This is an ongoing project on Water and climate change adaptation which was initiated to promote land treatment through soil and water conservation, development of water harvesting structures and promoting water conservation practices for improved irrigation and agricultural yield in semi-arid agro-climatic region of Bhum block of Osmanabad district (Maharashtra). TPL CSR has partnered with Watershed Organization Trust (WOTR) and rolled out the initiatives to support 3712 community members. Major components of the programme were construction of Gabion Structures, Loose Boulder structures, check dams, promotion of organic manure, farm bunding and some social development initiatives. The major outcomes were significant as the area of irrigated land increased to more than 110 ha, the availability of water for drinking and irrigation increased, there is an increase in the income of the farmers upto 72 thousands INR, the availability of water for drinking and irrigation increased, there is an increase in the income of the farmers due to the increase in number of crops cultivated in year, the productivity of the land increased etc. Water harvesting structures which can hold over 3 lakhs cu.m of water was created. There is reclamation of soil and its productivity thereby giving a good yield to the farmers. Community based organisations like Village Development Committee and Samkya Mahila Samiti are formed to ensure the sustainability of the programme.

Besides, as one time grant, TPL CSR provided the funds for the supply and installation of two units of 250 LPH RO+ UV water ATM unit at Tadoba Andhari Tiger Reserve (Maharashtra) to initiate firm action towards making Tadoba Andhari Tiger Reserve, a no single use plastic zone. The single use mineral water bottles were identified as the largest source of plastic being used by tourists visiting the Tiger Reserve and hence this project was proposed to lessen the use of plastic bottles.

#### 3. Skill Building and Livelihood

As an ongoing programme, the Sustainable Livelihood Project continued with Magic Bus India Foundation on farm and non-farm-based skills in the states of Andhra Pradesh, Telangana, Maharashtra and Odisha covering 4559 community members in the year. The objective was to enhance the skills and link the community to various livelihood opportunities/ Government social security schemes for sustainable income levels amidst Covid19 challenges. The project showed a substantial increase in the income level of the beneficiaries after Covid19 lockdown by increasing about 62% in the income post

Covid19 situation. The project connected the beneficiaries with the Government social security schemes so that there is sustainable income to the household. In addition, as part of one time grant, TPL partnered with CREDAI CSR foundation and undertook skilling targeting the youth covering the states of Maharashtra, Odisha, Telangana and Delhi. 1215 youth were skilled in the areas of bar bending, shuttering carpentry and masonry.

#### 4. Health & Hygiene

As an ongoing programme, the Integrated Maternal, Child Health and Adolescent Project was undertaken in collaboration with Care India to strengthen the health facilities and build awareness at community level for improved maternal child and adolescent health care in the states of Odisha and Telangana state covering 4849 community members in the year. The major components of the programme were refurbishment of Anganwadi Centers and Health Centers along with construction of Multi purpose centers for the ANCs / PNCs from the primitive tribes and ensure a safe stay while they visit during their regular checkup and during the birth preparedness. 30 Angan Wadi centers (Telangana and Odisha) have been refurbished with over 11 different types of materials which would be helpful for the children in terms of safety and comfort and give momentum to their learning process. As part of strengthening the health services in the Aspirational districts, while Cardiotocography and Radiant Warmer equipment were supplied to Mulugu Area Hospital and Tadvai PHC (Telangana), many significant instruments were provided to government hospitals in Asifabad district. The ANMs and AWWs are also given training on immunisation, birth weight measurement, nutrition etc. so that there is strengthening of the quality services that leads to sustainability of the project. Training on WASH are also provided to school teachers, SHG leaders, opinion leaders etc. to make them Champions who will take up the sustainability of the project.

In a step towards curbing Gender Based Violence, TPL CSR also constructed a Multi purpose hall in Sakhi Centers in the districts of Mulugu and Asifabad for the victims of Gender Based Violence. It has provided not only a shelter to come and stay safe, it has given the women in distress, a space to discuss about their case with their lawyers, relatives and administration.

#### 5. Covid 19 response initiative

In response to the Covid 19 pandemic, the company undertook long term impactful initiatives. The second wave of pandemic shook the health infrastructure of our country and costed us thousands of lives due to unavailability of oxygen concentrators, beds, infrastructural facilities etc. Oxygen shortage emerged as huge problem not only in cities, but in the small towns and villages as well, where the health infrastructure was already weak. TPL CSR partnered with Magic Bus India



**VISION**  
To improve the quality of the lives of the community in the identified geography of TPL CSR operation with focus on underprivileged women, youth, children and Affirmative Action community.



**OBJECTIVE**  
To maximize the stakeholders' engagement in its socio-economic development pursuits through sustainable programs which are beneficial to identified communities and eventually owned by stakeholders



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

Foundation to provide 12 oxygen concentrators to strengthen 6 Government Hospitals in Mandya (Karnataka) and Keonjhar (Odisha), which helped hundreds of patients during the pandemic to fight against COVID19 and will continue to help many more patients in the coming years.

Besides this, one time grant was given to a staff of WOTR organisation, to meet exigencies due to Covid 19. TPL also supported 119 field staffs of the NGO partners to get two the doses of COVID 19.

| FOCUS AREA                    | GOAL   | OUTPUT  | IMPACT  | AREA OF IMPROVEMENT   |
|-------------------------------|--|---|---|---|
| Education                     | Quality education to under privileged children   | <ul style="list-style-type: none"> <li>Promote school-based education through main streaming adolescent children</li> <li>Improvement in school infra structure</li> <li>4800 students impacted through multiple interventions</li> <li>99% students interviewed were able to solve the basic numeracy problem.</li> <li>92% students interviewed were able to identify 9 to 10 statements out of 10 statements in gender awareness assessment.</li> </ul>  | <ul style="list-style-type: none"> <li>Higher attendance</li> <li>Improved teaching and learning practices</li> <li>Help in building confidence levels in students</li> </ul>   | <ul style="list-style-type: none"> <li>To increase effectiveness of LSE sessions across locations (specifically Maharashtra), revision sessions on the same needs to be incorporated as part of curriculum to ensure the learnings are hard-wired in students</li> </ul>      |
| Water                         | Enhance the ecosystem through soil and moisture retention, increase the availability of water by creating water conservation measures and promote climate-resilient practices in agriculture | <ul style="list-style-type: none"> <li>Development of water harvesting structures and promoting water conservation practices for improved irrigation and agricultural yield in semi-arid agro climatic region which will create income generation opportunities</li> <li>Access to drinking water</li> <li>Meeting the community water needs in sustainable and equitable manner</li> <li>3712 community members were benefited by the water programme</li> <li>70% Farmers witnessed increase in productivity/ fertility of soil.</li> <li>Drastic improvement of water supply from 55LPCD Every 2-3 days to an hour a day.</li> </ul> | <ul style="list-style-type: none"> <li>Improvement in economic conditions of individuals and their families and communities</li> <li>Increase in farm land with irrigation facilities.</li> <li>Productivity of the farm land is increased</li> </ul> | <ul style="list-style-type: none"> <li>Greater Convergence with government schemes and departments.</li> <li>More engagement required through Programme design from small and marginal farmers</li> </ul>   |
| Skill Building and livelihood | Provide access to Government schemes, programs and entitlement, linkages for livelihood options, strengthening community institutions and skill building to the youth                        | <ul style="list-style-type: none"> <li>Skilled manpower</li> <li>Income growth and improved standard of living</li> <li>Availability of skilled manpower to Tata Projects and other industries nearby</li> <li>1215 candidates benefited through construction based skilling.</li> <li>Majority of beneficiaries indicated MGNREGA, Linkage to pension schemes, tendu leave cultivation and kitchen garden support as cushion during COVID- 19.</li> <li>30.5 % HH interviewed received financial benefits from applied schemes.</li> </ul>   | <ul style="list-style-type: none"> <li>Increase in the livelihood of the candidate</li> <li>Improved living conditions and change in the social status</li> <li>Skilled man power available locally</li> <li>Trigger in the local economy</li> </ul>  | <ul style="list-style-type: none"> <li>Revival of SHGs, Farmers group would be effective in sustainable livelihood.</li> <li>Visakhapatnam falls under SEZ category and thus, relevant livelihood opportunities can be tapped under the program in Andhra Pradesh.</li> </ul> |
| Health & Hygiene              | Strengthening of maternal & child health care facilities to underprivileged  | <ul style="list-style-type: none"> <li>Provide health facilities thru' integrated maternal &amp; child health project</li> <li>Community awareness on good hygiene and sanitation practices within 4849 community members</li> <li>17% Increase in institutional deliveries</li> <li>Helped Initiation of Village health &amp; nutrition day in anganwadi at various villages</li> </ul>  | <ul style="list-style-type: none"> <li>Improvement of maternal &amp; child health care</li> </ul>   | <ul style="list-style-type: none"> <li>More involvement of PRI members and influential men for awareness on WASH, contraception, ANC &amp; PNC Care.</li> <li>District Mineral Fund should leveraged in all target villages in Odisha</li> </ul>                              |
| COVID 19                      | Relief to facilities like health infra (Oxygen Concentrators - 12 nos) supported to 6 nos Govt. Hospitals.   | <ul style="list-style-type: none"> <li>Oxygen Concentrators installed in aspirational districts like Keonjhar (Odisha) &amp; Mandhya(Karnataka)</li> </ul>  | <ul style="list-style-type: none"> <li>Hundreds of patients recovered from COVID 19</li> </ul>  | -   |

## Our Social contribution story

### Affirmative Action

The Tata Groups inception has actively promoted community development initiatives and it strives to ensure opportunities for Dalits, Tribals, Women from deprived community and Persons with Disability. In line with the same, we launched the Affirmative Action (AA) plan through our interventions in Health & Hygiene, Skill Development & Livelihood, Water and Education.

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 and there is periodic monitoring of the reach to AA community.

The objective is to support projects that deliver sustainable impact for marginalised communities with focus on Affirmative Action community. The AA strategy is aligned and integrated with the business strategy of 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 3095 volunteer s contributing 9800+ hours through our various volunteering intervention (Volunteering hours per capita is 1.85 hours).

### CASE STUDIES-1

Doddi Lakshmi of Munagapaka village, Vizag was willing to work under MGNREGS works but she didn't have a job card which is mandatory to avail employment. Magic Bus staff got in contact with her and understood her issue. They collected and verified the necessary documents and then along with her, they met Village Revenue Assistant and filled her application form and later followed up with



other Government officials. With this facilitation by the Magic Bus team, Doddi Lakshmi received her job card and is now eligible to receive employment under MGNREGS. This has given her an opportunity to enhance her income and live a better life. Even with the availability of government social security schemes, many remain inaccessible due to lack of information. Enabling community to access their rights and entitlements along with sustainable income opportunities is one of the objectives of the sustainable livelihood project being implemented by TPL CSR and Magic Bus India Foundation.

### CASE STUDIES-2

Y. Mehak lives in Palamakula village( Telangana). She is in 7th grade and comes from a family of six with two sisters and one younger brother. Her parents run a panipuri (local snacks) stall to sustain their family. With both her parents busy with their work, Mehak has been going to school as well as looking after some of the household work. At first Mehak was not regular attending the sessions conducted by Magic Bus as part of their Holistic



Education Program supported by TPL CSR. When the Magic Bus staff noticed this, they made a home visit to understand the situation better where Mehak's mother cited housework and taking care of the younger sibling as reasons for irregular attendance. The Magic Bus staff had to have multiple interactions with Mehak's parents stressing upon the importance of her education and how the program would allow her to learn new skills and open up new opportunities for her. Post those interactions Mehak was able to regularly attend the sessions with her parents participating in the parent meetings as well.

Mehak happily talks about seeing a change in how her mother viewed the importance of girls and their education. In her words, "If teacher had not convinced my parents, I would have missed the sessions, my life may be different. Now I am strong, can communicate properly and have confidence." While working with an objective of ensuring equal opportunities for girls in the field of education, such instances inspire us and the community to overcome gender related biases and allow girls to realize their full potential.

### CASE STUDIES-3

Women are often found to be struggling at the cross section of gender-caste-class in our society. Though things are improving now-a-days, this story of Sumitra Majhi is one such case of Dhabriguda village from Kalahandi, Odisha where The Integrated Maternal and Child Health Project is being implemented by TPL CSR and CARE India. Sumitra was 5 months pregnant and her health was in bad condition when CARE CRPs Lambodhar Naik and Deepak Naik visited her after being informed by an anganwadi worker. Sumitra lives with her in laws while her husband Pabitra is a migrant labour who was in Kerala. Pabitra belongs to scheduled caste and Sumitra belongs to scheduled tribe. Being an inter-caste love marriage, her in laws were against the marriage, unwilling to look after her and barely had any sympathy for her. ANM told that she could only do the blood test and checked BP. At the time of visit, Sumitra had 6.8 gm/dl HB



and was hypertensive. Even after repeated efforts by the CRPs and ANM, in laws were not willing to take her to the CHC 11km away and instead wanted to consult traditional faith healer. With the sense of empathy and togetherness, community and CRPs took her to CHC from where she was sent to district hospital and received proper treatment. With the improved health, she later came back to her house where she was being visited by CRPs regularly. In-laws too eventually started looking after her and she received proper care with food and medicines. With proper counseling and care, she delivered Low Birth Weight baby in the district hospital. She later moved to Kerala to live with her husband. There is a sense of satisfaction and happiness when one hears her saying, "because of your (CRP's) timely intervention, I'm surviving; otherwise, I would have died an unfortunate death." Her husband also feels the same happiness and satisfaction. Such incidences strengthen our will to engage with the marginalized section of society to enhance their health and dignity.

### CASE STUDIES-4

Satish Mahanawar is a resident of Sawargaon, taluka Bhoom, District Osmanabad where Wasundhara Village Development program is being implemented by Tata Projects CSR and WOTR. His family of five members is



primarily engaged in cultivation of their 6 acres of land. Being a beneficiary for the intervention of vermi-compost bed under organic farming initiative for agriculture development, Satish utilised this organic manure for his sorghum crop cultivated over 4 acres of land and realised an increase in production by 2 quintals which gave 4400 rupees income increase. While talking about his experience, Satish shared that the quality of produce was better and his input cost was reduced by 5000-6000 rupees as compared to chemical farming which he practised earlier. He believes that this practice will help him making his soil more fertile, giving good quality of produce. One small step as adopting a vermi-compost manure for fields has proven to be efficient in improving soil and crop quality and enhancing income. Due to easy availability and the benefits it gives, this practice can be sustainably followed by other farmers.

**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."

*miyak*  
Managing Director



## INDEPENDENT ASSURANCE STATEMENT

### Introduction and objectives of work

**Bureau Veritas (India) Pvt. Ltd.** has been engaged by **Tata Projects Limited (TPL)** to conduct an independent assurance of its Sustainability Report 2021-22. The Report has been prepared in accordance with Global Reporting Initiative (GRI) Standards: Core Option. This Assurance Statement applies to the related information included within the scope of work described below.

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

### Scope of work

The assurance process was conducted in line with the requirements of Bureau Veritas's Internal Standards and Requirements for assurance of Sustainability Reports and the ISAE 3000 International Standard on Assurance Engagements. The scope of work included:

Data and information included in the Sustainability Report 2021-22 for the **reporting period 1<sup>st</sup> April 2021 to 31<sup>st</sup> March 2022.**

Appropriateness and robustness of underlying reporting systems and processes, used to collect, analyses and review the information reported;

Evaluation of the Report against the principles of Accuracy, Accessibility, Balance, Clarity, Comparability, Reliability, Timelines and Stakeholder Inclusiveness, as defined in the GRI Sustainability Reporting Standards 2016;

The level of assurance has been applied as '**Limited**' for all sections of the report.

### Methodology

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

1. Audit was conducted partially by means of physical site visits and partly by remote through video conferencing at TPL project sites from 06.10.2022 to 03.11.2022. Bureau Veritas interviewed personnel of TPL including;
  - Environment, & Sustainability team
  - Senior Management from Environment & Sustainability
  - Department/Section Heads of Human Resources, Procurement, Engineering & Maintenance, Occupational Health & Safety.
2. Review of documentary evidences produced by TPL;
3. Physical as well as remote assessment of performance data on a sampling basis and data trail to its source;
4. Physical as well as remote site tour of the facilities available at TPL project sites.
5. Review of TPL's data and information systems for collection, aggregation, analysis and review;
6. Review of stakeholder engagement activities by a review of the records maintained in respect of the stakeholder engagement process facilitated by TPL;

The GRI Standards are published by the Global Reporting Initiative. The standards are available at <https://www.globalreporting.org/standards/standards-development/universal-standards/>



7. Evaluation of information against Global Reporting Initiative Standards & Sector Disclosures and as per the reporting principles of GRI 101: Foundation 2016 viz., Stakeholder inclusiveness, Sustainability context, Materiality & Completeness (for content) and Accuracy, Balance, Clarity, Comparability, Reliability and Timeliness (for quality);

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

The work was planned and carried out to provide "Limited"; rather than absolute level of assurance and we believe it provides a reasonable basis for our conclusions.

### Our findings

On the basis of our methodology and the activities described above,

Nothing has come to our attention to indicate that the reviewed statements within the scope of our verification are inaccurate or that the information included therein is not fairly stated;

It is our opinion that TPL has established appropriate systems for the collection, aggregation and analysis of quantitative data on most of the sustainability indicators

The Report provides a fair representation of TPL's activities over the reporting period;

The information is presented in a clear, understandable and accessible manner, and allows readers to form a balanced opinion over TPL's performance and status during the reporting period;

### Evaluation against Global Reporting Initiative (GRI) Sustainability Reporting Standards 2016

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

Based on our work, it is our opinion that TPL's Sustainability Report has been prepared in accordance with the GRI Reporting Standards 2016, including appropriate consideration of the Reporting Principles and necessary disclosures to meet the requirements of GRI Standards' Reporting Option "**In accordance- Core**".

### Limitations and Exclusions

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

Activities outside the defined assurance period;

Positional statements (expressions of opinion, belief, aim or future intention by TPL and statements of future commitment;

Competitive claims in the report claiming "first company in India", "first time in India", "first of its kind", etc.

Our assurance does not extend to the activities and operations of TPL outside of the scope and geographical boundaries as well as the operations undertaken by any subsidiaries or joint ventures of the Company.





Our assurance of the economic and financial performance data is based only on the audited annual report of TPL for the financial year 2021-22 and our conclusions rely solely upon that audited report

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

**Statement of independence, impartiality and competence**

Bureau Veritas is an independent professional services company that specialises in Quality, Health, Safety, Social and Environmental management with almost 190 years history in providing independent assurance services, and an annual turnover of Euros 4.9 billion. Bureau Veritas operates 8 lines of business, serving 400,000 clients worldwide.

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

No member of the assurance team has a business relationship with TPL, its Directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

The assurance team has extensive experience in conducting assurance over environmental, social, ethical and health and safety information, systems and processes, has over 15 years' experience in this field and an excellent understanding of Bureau Veritas standard methodology for the Assurance of Sustainability Reports.

**Bureau Veritas (India) Pvt. Ltd.**

72 Business Park, 9<sup>th</sup> Floor, MIDC Marol Cross Road 'C', Opp. SEEPZ Gate #2, Andheri (East), Mumbai-400093 India.

**R S Premkumar**  
Lead Assuror

Mumbai, India  
24.12.2022

**Sanjay Patankar**  
Technical Reviewer

Mumbai, India  
24.12.2022

The annual audited report of Tata Projects Limited is available at <https://www.tataproyects.com/wp-content/uploads/2022/09/TPL-Annual-Report-2021-22.pdf>

# GRI Content Index

This report has been prepared in accordance with the GRI Standards 'Core' option.

| GRI Standard  | Dis-closure                | Description Title  | Reference/ Page Number/ Direct Answer | Reason for Omission/ Remarks |
|---|----------------------------|--|---------------------------------------|------------------------------|
| GRI 101: Foundation 2016 (GRI 101 Does Not Include Any Disclosures) |                            |  |                                       |                              |
| <b>GRI 102: General Disclosures 2016</b>                            |                            |  |                                       |                              |
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| Strategy  | 102-14                     | Statement from Senior Decision-Maker                                     | 6                                     |                              |
| Ethics and Integrity  | 102-16                     | Values, Principles, Standards, and Norms of Behavior                     | 6, 13, 36, 39                         |                              |
|   | 102-17                     | Mechanisms for Advice and Concerns about Ethics                          | 39                                    |                              |
| Governance  | 102-18                     | Governance Structure   | 36, 39                                |                              |
|   | 102-21                     | Consulting Stakeholders on Economic, Environmental, and Social Topics    | 48, 49                                |                              |
|   | 102-22                     | Composition of the Highest Governance Body and its Committees            | 36, 39                                |                              |
|   | 102-23                     | Chair of the Highest Governance Body                                     | 36, 39                                |                              |
|   | 102-24                     | Nominating and Selecting the Highest Governance Body                     | 39                                    |                              |
|   | 102-25                     | Conflicts of Interest  | 36, 39                                |                              |
|   | 102-26                     | Role of Highest Governance Body in Setting Purpose, Values, and Strategy | 36                                    |                              |
|   | 102-29                     | Identifying and Managing Economic, Environmental, and Social Impacts     | 48, 49                                |                              |
|   | 102-30                     | Effectiveness of Risk Management Processes                               | 39                                    |                              |
|   | 102-31                     | Review of Economic, Environmental, and Social Topics                     | 39                                    |                              |
|   | 102-32                     | Highest Governance Body's Role in Sustainability Reporting               | 36, 39                                |                              |
|   | 102-33                     | Communicating Critical Concerns  | 36, 39                                |                              |
|   | 102-35                     | Remuneration Policies  | 39                                    |                              |
| Stakeholder Engagement  | 102-40                     | List of Stakeholder Groups   | 43                                    |                              |
|   | 102-41                     | Collective Bargaining Agreements   | 72                                    |                              |
|   | 102-42                     | Identifying and Selecting Stakeholders                                   | 43                                    |                              |
|   | 102-43                     | Approach to Stakeholder Engagement                                       | 43                                    |                              |
|   | 102-44                     | Key Topics and Concerns Raised   | 43, 47                                |                              |
| Reporting Practice  | 102-45                     | Entities Included in the Consolidated Financial Statements               | 1                                     |                              |
|   | 102-46                     | Defining Report Content and Topic Boundaries                             | 1                                     |                              |
|   | 102-47                     | List of Material Topics  | 1, 47                                 |                              |
|   | 102-48                     | Restatements of Information  | 1                                     |                              |
|   | 102-49                     | Changes in Reporting   | 1                                     |                              |

| GRI Standard                            | Dis-closure | Description Title  | Reference/ Page Number/ Direct Answer | Reason for Omission/ Remarks   |
|---|-------------|--|---------------------------------------|--|
|   | 102-50      | Reporting Period   | 1                                     |  |
|   | 102-51      | Date of Most Recent Report   | 1                                     |  |
|   | 102-52      | Reporting Cycle  | 1                                     |  |
|   | 102-53      | Contact Point for Questions Regarding the Report   | 1                                     |  |
|   | 102-54      | Claims of Reporting in Accordance with the GRI Standards   | 1                                     |  |
|   | 102-55      | GRI Content Index  | 94 - 97                               |  |
|   | 102-56      | External Assurance   | 1, 91 - 93                            |  |
| <b>GRI 200: Economic Performance</b>    |             |  |                                       |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 53                                    |  |
|   | 103-2       | The Management Approach and Its Components   | 53                                    |  |
|   | 103-3       | Evaluation of the Management Approach  | 53                                    |  |
| GRI 201: Economic Performance 2016      | 201-1       | Direct Economic Value Generated and Distributed  | 53                                    |  |
|   | 201-2       | Financial Implications and Other Risks and Opportunities Due to Climate Change   | 53                                    |  |
|   | 201-3       | Defined Benefit Plan Obligations and Other Retirement Plans  | 53                                    |  |
|   | 201-4       | Financial Assistance Received from Government  | 53                                    |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 53                                    |  |
|   | 103-2       | The Management Approach and Its Components   | 53                                    |  |
|   | 103-3       | Evaluation of the Management Approach  | 53                                    |  |
| GRI 203: Indirect Economic Impacts 2016 | 203-1       | Infrastructure investments and services supported  | 53                                    |  |
|   | 203-2       | Significant indirect economic impacts  | 53                                    |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 60                                    |  |
|   | 103-2       | The Management Approach and Its Components   | 60                                    |  |
|   | 103-3       | Evaluation of the Management Approach  | 60                                    |  |
| GRI 204: Procurement Practices 2016     | 204-1       | Proportion of spending on local suppliers  | 60                                    |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 39, 40                                |  |
|   | 103-2       | The Management Approach and Its Components   | 39, 40                                |  |
|   | 103-3       | Evaluation of the Management Approach  | 39, 40                                |  |
| GRI 205: Anticorruption 2016            | 205-1       | Operations assessed for risks related to corruption  | 39, 40                                |  |
|   | 205-2       | Communication and training about anti-corruption policies and procedures   | 40                                    |  |
| <b>GRI 300: Environment</b>             |             |  |                                       |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 61,62                                 |  |
|   | 103-2       | The Management Approach and Its Components   | 61,62                                 |  |
|   | 103-3       | Evaluation of the Management Approach  | 61,62                                 |  |
| GRI 301: Materials 2016                 | 301-1       | Materials used by Weight or Volume   | 63                                    | Not Applicable; since we are a Technology and Engineering Company, there are No Packaging or Product Recall Related Issues |
|   | 301-2       | Recycled Input Materials   | 63                                    |  |
|   | 301-3       | Reclaimed Products and their Packaging Materials   | -                                     |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 65, 66                                |  |
|   | 103-2       | The Management Approach and Its Components   | 65, 66                                |  |
|   | 103-3       | Evaluation of the Management Approach  | 65, 66                                |  |
| GRI 302: Energy 2016                    | 302-1       | Energy Consumption Within the Organisation   | 65                                    |  |
|   | 302-3       | Energy Intensity   | 65                                    |  |
|   | 302-4       | Reduction of Energy Consumption  | 65                                    |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 67                                    |  |
|   | 103-2       | The Management Approach and Its Components   | 67                                    |  |
|   | 103-3       | Evaluation of the Management Approach  | 67                                    |  |
| GRI 303: Water and Effluents 2018       | 303-1       | Interactions with Water as a Shared Resource   | 67                                    |  |
|   | 303-2       | Management of Water Discharge-Related Impacts  | 67                                    |  |
|   | 303-3       | Water Withdrawal   | 67                                    |  |
|   | 303-4       | Water Discharge  | 67                                    |  |
|   | 303-5       | Water Consumption  | 67                                    |  |
| GRI 103: Management Approach 2016       | 103-1       | Explanation of the Material Topic and Its Boundary   | 68                                    |  |
|   | 103-2       | The Management Approach and Its Components   | 68                                    |  |
|   | 103-3       | Evaluation of the Management Approach  | 68                                    |  |
| GRI 304: Biodiversity 2016              | 304-1       | Operational Sites Owned, Leased, Managed in, or Adjacent to Protected Areas and Areas of High Biodiversity Value Outside Protected Areas | 68                                    |  |
|   | 304-2       | Significant Impacts of Activities, Products, and Services on Biodiversity  | 68                                    |  |

| GRI Standard                                    | Dis-closure | Description Title   | Reference/ Page Number/ Direct Answer | Reason for Omission/ Remarks                  |
|---|-------------|---|---------------------------------------|---|
|   | 304-3       | Habitats Protected or Restored  | 68                                    |   |
|   | 304-4       | IUCN Red List Species and National Conservation List Species with Habitats In Areas Affected By Operations    | 68                                    |   |
|   | 103-1       | Explanation of the Material Topic and Its Boundary  | 65, 66                                |   |
|   | 103-2       | The Management Approach and Its Components  | 65, 66                                |   |
|   | 103-3       | Evaluation of the Management Approach   | 65, 66                                |   |
| GRI 305: Emissions 2016                         | 305-1       | Direct (Scope 1) GHG Emissions  | 65                                    |   |
|   | 305-2       | Indirect (Scope 2) GHG Emissions  | 65                                    |   |
| GRI 103: Management Approach 2016               | 103-1       | Explanation of the Material Topic and Its Boundary  | 65, 66                                |   |
|   | 103-2       | The Management Approach and Its Components  | 65, 66                                |   |
|   | 103-3       | Evaluation of the Management Approach   | 65, 66                                |   |
| GRI 306: Effluents and Waste 2016               | 306-1       | Waste Generation and Significant Waste-Related Impacts  | 65, 66                                |   |
|   | 306-2       | Waste by Type and Disposal Method   | 65, 66                                |   |
|   | 306-3       | Significant Spills  | 65, 66                                |   |
|   | 306-4       | Transport of Hazardous Waste  | 65, 66                                |   |
|   | 306-5       | Waste Directed to Disposal  | 65, 66                                |   |
| GRI 103: Management Approach 2016               | 103-1       | Explanation of the Material Topic and Its Boundary  | 66, 67                                |   |
|   | 103-2       | The Management Approach and Its Components  | 66, 67                                |   |
|   | 103-3       | Evaluation of the Management Approach   | 66, 67                                |   |
| GRI 307: Environmental Compliance 2016          | 307-1       | Non-Compliance with Environmental Laws and Regulations  | 66, 67                                |   |
| GRI 103: Management Approach 2016               | 103-1       | Explanation of the Material Topic and Its Boundary  | 60                                    |   |
|   | 103-2       | The Management Approach and Its Components  | 60                                    |   |
|   | 103-3       | Evaluation of the Management Approach   | 60                                    |   |
| GRI 308: Supplier Environmental Assessment 2016 | 308-1       | New Suppliers that were Screened using Environmental Criteria   | 60                                    |   |
|   | 308-2       | Negative Environmental Impacts in the Supply Chain and Actions Taken  | 60                                    | No Negative impacts came to notice in 2021-22 |
| <b>GRI 400: Social</b>                          |             |   |                                       |   |
| GRI 103: Management Approach 2016               | 103-1       | Explanation of the Material Topic and Its Boundary  | 72, 73, 78                            |   |
|   | 103-2       | The Management Approach and Its Components  | 72, 73, 78                            |   |
|   | 103-3       | Evaluation of the Management Approach   | 72, 73, 78                            |   |
| GRI 401: Employment 2016                        | 401-1       | New Employee Hires and Employee Turnover  | 72, 78                                |   |
|   | 401-2       | Benefits Provided to Full-Time Employees that are Not Provided to Temporary or Part-Time Employees            | 73                                    |   |
|   | 401-3       | Parental Leave  | 73                                    |   |
| GRI 103: Management Approach 2016               | 103-1       | Explanation of the Material Topic and Its Boundary  | 72, 73, 78                            |   |
|   | 103-2       | The Management Approach and Its Components  | 72, 73, 78                            |   |
|   | 103-3       | Evaluation of the Management Approach   | 72, 73, 78                            |   |
| GRI 402: Labor/ Management Relations 2016       | 402-1       | Minimum Notice Periods Regarding Operational Changes  | 72, 73, 78                            |   |
| GRI 103: Management Approach 2016               | 103-1       | Explanation of the Material Topic and Its Boundary  | 80                                    |   |
|   | 103-2       | The Management Approach and Its Components  | 80                                    |   |
|   | 103-3       | Evaluation of the Management Approach   | 80                                    |   |
| GRI 403: Occupational Health and Safety 2018    | 403-1       | Occupational Health and Safety Management System  | 80                                    |   |
|   | 403-2       | Hazard Identification, Risk Assessment, & Incident Investigation  | 80                                    |   |
|   | 403-3       | Occupational Health Services  | 80                                    |   |
|   | 403-4       | Worker Participation, Consultation, and Communication on Occupational Health and Safety                       | 80                                    |   |
|   | 403-5       | Worker Training on Occupational Health and Safety   | 80                                    |   |
|   | 403-6       | Promotion of Worker Health  | 80                                    |   |
|   | 403-7       | Prevention and Mitigation of Occupational Health and Safety Impacts Directly Linked By Business Relationships | 80                                    |   |
|   | 403-8       | Workers Covered By An Occupational Health and Safety Management System  | 80                                    |   |
|   | 403-9       | Work-Related Injuries   | 80                                    |   |
|   | 403-10      | Work-Related Ill Health   | 80                                    |   |
| GRI 103: Management Approach 2016               | 103-1       | Explanation of the Material Topic and Its Boundary  | 78                                    |   |
|   | 103-2       | The Management Approach and Its Components  | 78                                    |   |
|   | 103-3       | Evaluation of the Management Approach   | 78                                    |   |

| GRI Standard   | Dis-closure | Description Title  | Reference/ Page Number/ Direct Answer | Reason for Omission/ Remarks   |
|--|-------------|--|---------------------------------------|--|
| GRI 404: Training and Education 2016                           | 404-1       | Average Hours of Training Per Year Per Employee  | 78                                    | 100%   |
|  | 404-2       | Programs for Upgrading Employee Skills and Transition Assistance Programs                                      | 78                                    |  |
|  | 404-3       | Percentage of Employees Receiving Regular Performance and Career Development Reviews                           | 78                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 73                                    |  |
|  | 103-2       | The Management Approach and Its Components   | 73                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 73                                    |  |
| GRI 405: Diversity and Equal Opportunity 2016                  | 405-1       | Diversity of Governance Bodies and Employees   | 73                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 73                                    |  |
|  | 103-2       | The Management Approach and Its Components   | 73                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 73                                    |  |
| GRI 406: Non-Discrimination 2016                               | 406-1       | Incidents of Discrimination and Corrective Actions Taken   | 73                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 60                                    |  |
|  | 103-2       | The Management Approach and Its Components   | 60                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 60                                    |  |
| GRI 407: Freedom of Association and Collective Bargaining 2016 | 407-1       | Operations and Suppliers In Which the Right to Freedom of Association and Collective Bargaining May be at Risk | 60                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 73                                    |  |
|  | 103-2       | The Management Approach and Its Components   | 73                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 73                                    |  |
| GRI 410: Security Practices 2016                               | 410-1       | Security Personnel Trained In Human Rights Policies and Procedures   | 73                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 78                                    |  |
|  | 103-2       | The Management Approach and Its Components   | 78                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 78                                    |  |
| GRI 412: Human Rights Assessment 2016                          | 412-2       | Employee Training On Human Rights Policies or Procedures   | 78                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 85                                    |  |
|  | 103-2       | The Management Approach and Its Components   | 85                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 85                                    |  |
| GRI 413: Local Communities 2016                                | 413-1       | Operations with Local Community Engagement, Impact Assessments, and Development Programs                       | 85                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 60                                    |  |
|  | 103-2       | The Management Approach and Its Components   | 60                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 60                                    |  |
| GRI 414: Supplier Social Assessment 2016                       | 414-1       | New Suppliers that were Screened using Social Criteria   | 60                                    |  |
|  | 414-2       | Negative Social Impacts in the Supply Chain and Actions Taken  | 60                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 80                                    | Since we are an Engineering and Construction Company, our Product or Services do not have Direct Impact on Customer Health and Safety; However, through our Focus on Developing Green Portfolio, we ensure Public Well-Being |
|  | 103-2       | The Management Approach and Its Components   | 80                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 80                                    |  |
| GRI 416: Customer Health and Safety 2016                       | 416-1       | Assessment of the Health And Safety Impacts of Product And Service Categories 7                                | 80                                    |  |
|  | 416-2       | Incidents of Non-Compliance Concerning the Health and Safety Impacts of Products and Services                  | 80                                    |  |
| GRI 103: Management Approach 2016                              | 103-1       | Explanation of the Material Topic and Its Boundary   | 82                                    | There Were No Incidents of Non-Compliance Concerning Products, Service, Information, Labeling and Marketing Communication  |
|  | 103-2       | The Management Approach and Its Components   | 82                                    |  |
|  | 103-3       | Evaluation of the Management Approach  | 82                                    |  |
| GRI 417: Marketing and Labeling 2016                           | 417-1       | Requirements for Product And Service Information & Labeling  | 82                                    |  |
|  | 417-2       | Incidents of Non-Compliance Concerning Product and Service Information And Labeling                            | 82                                    |  |
|  | 417-3       | Incidents of Non-Compliance Concerning Marketing Communications  | 82                                    |  |

# ABBREVIATIONS

|         |   |         |   |
|---------|---|---------|---|
| AA      | Affirmative Action  | EHS     | Environment, Health & Safety  |
| AAC     | Autoclaved Aerated Concrete   | JV      | Joint Venture   |
| AEC     | Apex Ethics Council   | KL      | Kilo Liter  |
| AIIMS   | All India Institute of Medical Science                                      | KMP     | Key Management Personnel  |
| APEWIDC | Andhra Pradesh Education Welfare and Infrastructure Development Corporation | KRA     | Key Responsibility Areas  |
| APPDCL  | Andhra Pradesh Power Development Company Limited                            | Kg      | Kilogram  |
| AV      | Audio-visual  | KM.     | Kilometer   |
| ABAC    | Anti Bribery Anti Corruption  | KPI     | Key Performance Indicator   |
| AICTE   | All India Council for Technical Education                                   | KV      | Kilovolt  |
| APEX    | Advanced Performance Experimental X   | L&D     | Learning & Development  |
| ANC     | Antenatal care  | LEC     | Local Ethics Counsellor   |
| ANMs    | Auxiliary Nurse Midwife   | LED     | Light-emitting diode  |
| AWWs    | Anganwadi Workers   | LOTO    | Lock out Tag out  |
| BIM     | Building Information Modeling   | LPG     | Liquefied petroleum gas   |
| BOQ     | Bill of Quantities  | LBE     | Leadership of Business Ethics                                       |
| B2B     | Business-to-business  | LMS     | Learning Module System  |
| BNHS    | Bombay Natural History Society  | LNG     | Liquefied Natural Gas   |
| BoD     | Board of Directors  | LPM     | Litres Per Minute   |
| BPCL    | Bharat Petroleum Corporation Limited  | MD      | Managing Director   |
| BS      | Bharat Stage  | MIS     | Management Information System                                       |
| BDD     | Bombay Development Directorate  | MIT     | Massachusetts Institute of Technology                               |
| C&D     | Construction & Demolition   | MT      | Metric Tons   |
| CAT     | Categories  | MTPA    | Million Tons per annum  |
| CEC     | Chief Ethics Counsellor   | MLD     | Million Litre per Day   |
| CIDC    | Construction Industry Development Council                                   | MMRC    | Mumbai Metro Rail Corporation                                       |
| CII     | Conference of Indian Industry   | Mn      | Million   |
| CoE     | Centre of Excellence  | MOEF    | Ministry of Environment & Forest                                    |
| CSR     | Corporate Social Responsibility   | MoEFCC  | Ministry of Environment, Forest and Climate Change                  |
| Cft.    | Cubic Feet  | MS      | Microsoft   |
| CO2     | Carbon Di-oxide   | M-sand  | Manufactured Sand   |
| CPCB    | Central Pollution Control Board   | MTHL    | Mumbai Trans Harbour Link   |
| CPMDP   | Construction Project Management Development Program                         | MW      | Megawatt  |
| Cr.     | Crore   | MGNREGS | Mahatma Gandhi National   |
| CREDAI  | The Confederation of Real Estate Developers' Associations of India          | MOHFW   | Ministry of Health and Family Welfare                               |
| CRZ     | Coastal Regulation Zones  | NCVT    | National Council on Vocational Training                             |
| Cum     | Cubic-metre   | NEEM    | National Employment Enhancement Mission                             |
| CAPA    | Corrective And Preventive Actions   | NGO     | Non-Government Organisation   |
| CDC     | Centre for Disease Control & Prevention                                     | NMDC    | National Mineral Development Corporation                            |
| CHC     | Community Health Center   | NPCIL   | Nuclear Power Corporation of India Limited                          |
| CMRL    | Chennai Metro Rail Limited  | NTPC    | National Thermal Power Corporation Limited                          |
| COB     | Coke Oven Battery   | NVG-SEE | National Voluntary Guidelines on Social, Environmental and Economic |
| CRISIL  | Credit Rating Information Services of India Limited                         | NATM    | New Austrian Tunneling Method                                       |
| CRPs    | Community Representatives   | NBCC    | National Buildings Construction Corporation Limited                 |
| CW      | Cooling Water   | NCAP    | National Clean Air Program  |
| DET     | Diploma Engineer Trainee  | NCR     | North Central Region  |
| DFCCIL  | Dedicated Freight Corridor Corporation of India Limited                     | Nos.    | Numbers   |
| DG      | Diesel Generator  | NR      | Northern Region   |
| DM      | District Magistrate   | NRC     | Nomination & Remuneration Committee                                 |
| EDFC    | Eastern Dedicated Freight Corridor  | NDCT    | Natural Draft Cooling Tower   |
|         |   | NHAI    | National Highway Authority of India                                 |
|         |   | O&M     | Operations and Maintenance  |

|              |  |         |  |
|--------------|--|---------|--|
| STP          | Sewage Treatment Plant                           | ISAE    | International Standard for Assurance Engagement        |
| SLT          | Senior Leadership Team                           | ISO     | International Organisation for Standardisation         |
| SMS          | Short Message Service                            | IT      | Information Technology                                 |
| SO           | Safety Officer                                   | IBOEHHS | International Board of Environmental Health and Safety |
| SO2          | Sulphur Di-oxide                                 | IDP     | Individual Development Plan                            |
| SPOC         | Single point of Contact                          | IIT     | Indian Institute of Technology                         |
| Sq.M / SqMtr | Square Metre                                     | IMS     | Integrated Management System                           |
| SSGIPL       | SSG Infratech Private Limited                    | INR     | Indian Rupee   |
| ST           | Scheduled Tribe                                  | IOSH    | Institution of Occupational Safety and Health          |
| STPP         | Super Thermal Power Plant                        | ISRO    | Indian Space Research Organisation                     |
| SEBI         | Securities and Exchange Board of India           | ITC     | India Tobacco Company Limited                          |
| SHG          | Self Help Groups                                 | IVMS    | In Vehicle Monitoring System                           |
| TCoC         | Tata Code of Conduct                             | ICMR    | Indian Council for Medical Research                    |
| TPCDT        | Tata Projects Community Development Trust        | IIP     | Index of Industrial Production                         |
| TPL          | Tata Projects Limited                            | J&K     | Jammu & Kashmir  |
| TSG          | Tata Sustainability Group                        | OHSE    | Occupational Health, Safety & Environment              |
| TSM          | Tata Sustainability Month                        | ONGC    | Oil and Natural Gas Corporation                        |
| T&D          | Transmission & Distribution                      | OCP     | Operating Control Procedure                            |
| TBEM         | Tata Business Excellence Management              | OH&S    | Occupational Health & Safety                           |
| TBM          | Tunnel Boring Machine                            | OHSMS   | Occupational Health and Safety                         |
| tCO2e        | tonnes of carbon dioxide equivalent              | PCB     | Pollution Control Board                                |
| Tech.        | Technology                                       | PLMC    | Project Leadership, Management and Communication       |
| EIA          | Environmental Impact Assessment                  | PM      | Particulate Matter                                     |
| ENR          | Engineering News Record                          | PMS     | Performance Management System                          |
| EPC          | Engineering, Procurement and Construction        | POSH    | Prevention of Sexual Harassment                        |
| ERM          | Enterprise Risk Management                       | PTW     | Permit-To-Work   |
| ESIA         | Environmental and Social Impact Assessment       | PVC     | Polyvinyl chloride                                     |
| ESMP         | Environmental and Social Management Plan         | P&M     | Plant & Machinery                                      |
| EMS          | Environment Management System                    | PAT     | Profit After Tax                                       |
| EPM          | Enterprise performance management                | PC      | Polycarboxylate  |
| EPS          | Earnings per Share                               | PDU     | Professional Development Unit                          |
| ERP          | Enterprise Resource Planning                     | PGCIL   | Power Grid Corporation of India Limited                |
| EVA          | Economic Value Added                             | PO      | Purchase Order   |
| ED           | Executive Director                               | PP      | Polypropylene  |
| ESG          | Environment, Social & Governance                 | PPC     | Portland Pozzolana Cement                              |
| FY           | Financial Year                                   | PUC     | Pollution Under Control                                |
| FGD          | Flue Gas Desulfurizer                            | PNC     | Postnatal Care   |
| FIDIC        | International Federation of Consulting Engineers | QCFI    | Quality Circle Forum of India                          |
| GET          | Graduate Engineer Trainee                        | QMS     | Quality Management System                              |
| GGBS         | Ground-granulated blast-furnace slag             | QR      | Quick Response   |
| GHG          | Green House Gases                                | QSS     | Quality, Safety & Sustainability                       |
| GJ           | Giga Joules                                      | QSHE    | Quality, Safety, Health & Environment                  |
| GRI          | Global Reporting Initiative                      | RO      | Reverse Osmosis  |
| GDP          | Gross Domestic Product                           | RRP     | Recognition and Retention Plan                         |
| Gol          | Government of India                              | RVNL    | Rail Vikas Nigam Limited                               |
| GPS          | Global Positioning System                        | R&D     | Research & Development                                 |
| GW           | Gigawatt   | RCM     | Resident Construction Manager                          |
| GST          | Goods and Services Tax                           | REP     | Registered Education Provider                          |
| HIRA         | Hazard Identification and Risk Assessment        | RFQ     | Request for Quotation                                  |
| HPCL         | Hindustan Petroleum Corporation Limited          | RMT     | Running Meter  |
| HR           | Human Resource                                   | ROCE    | Return on Capital Employed                             |
| HSD          | High Speed Diesel                                | ROW     | Right Of Way   |
| HV AC        | Heating, ventilation, and air conditioning       | RCC     | Reinforced Cement Concrete                             |
| HSE          | Health, Safety & Environment                     | RFIC    | Request For Internal Compliances                       |
| laas         | Infrastructure as a service                      | RINL    | Rashtriya Ispat Nigam Limited                          |
| ILO          | International Labour Organisation                | SAIL    | Steel Authority of India                               |
| IoT          | Internet of Things                               |         |  |

|       |  |       |                                     |
|-------|--|-------|-------------------------------------|
| SBG   | Strategic Business Group                 | UN    | United Nations                      |
| SBU   | Strategic Business Unit                  | UoM   | Unit of Measurement                 |
| SC    | Scheduled Caste                          | US    | Utility Services                    |
| SCADA | Supervisory Control and Data Acquisition | UI    | Urban Infrastructures               |
|       |  | UIP   | Uncovered Interest rate Parity      |
| SDG   | Sustainable Development Goals            | VFD   | Variable Frequency Drive            |
|       |  | VRD   | Voltage Reduction Device            |
| SHE   | Safety, Health and Environment           | VR    | Virtual Reality                     |
| ST    | Scheduled Tribe                          | WDFC  | Western Dedicated Freight Corridor  |
| TMU   | Tower Manufacturing Unit                 | WATCO | Water Corporation of Odisha Limited |
| TPP   | Thermal Power Plant                      | WOTR  | Watershed Organization Trust        |
| TPS   | Thermal Power Station                    | WTP   | Water Treatment Plant               |
| TQ    | Total Quality                            | WHO   | World Health Organisation           |
| TRIM  | TPL's Remote Interface Module            | ZBB   | Zero-based Budgeting                |
| TNRDC | Tamil Nadu Road Development Co. Ltd.     | ZeTo  | Zero tolerance                      |
| UF    | Ultra Filtration                         | 3D    | Three-dimensional                   |

## BUSINESS RESPONSIBILITY REPORTING MAPPING

| PRINCIPLE  | CHAPTER   | PAGE No. |
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| Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability  | Corporate Governance  | 30-40    |
| Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle                                     | Building Future with Ecological Sustainability                  | 58-70    |
| Principle 3: Businesses should promote the well being of all employees   | OUR APPROACH TO DEVELOPING AND LEVERAGING POTENTIAL             | 71-82    |
| Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized | Stakeholder Inclusiveness                                       | 41-44    |
| Principle 5: Businesses should respect and promote human rights  | OUR APPROACH TO DEVELOPING AND LEVERAGING POTENTIAL             | 71-82    |
| Principle 6: Business should respect, protect, and make efforts to restore the environment   | Building Future with Ecological Sustainability                  | 58-70    |
| Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner  | Sustainability Tata projects                                    | 26-34    |
| Principle 8: Businesses should support inclusive growth and equitable development  | Creating a Positive Change                                      | 83-90    |
| Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner  | Business Profile, Creating value....for India, Our Key Projects | 14-25    |

## Awards & Accolades



# Awards & Accolades



Tata Projects recognised as the Best Infrastructure Brand 2020-21 by The Economic Times



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In recent years, it has reinforced its presence by securing orders for construction of facilities at BARC and a first-of-its-kind Nuclear Reactor for NPCIL (The Nuclear Power Corporation of India) in Haryana. It is building several elevated & underground metro rail packages, highways, expressways, and a dedicated freight corridor. It is executing marquee projects such as the BDD Chawli rehabilitation project at Mumbai's Worli area, and construction of a critical package of MTHL. Industrial projects include ITC Panchkula food manufacturing facility, ICF Railway coach manufacturing facility in Chennai, and E-loco facility at Madhepura (Bihar).

Last month, it secured an order of approximately Rs 2100 crores for Phase 1 of Chennai Peripheral Ring Road Project connecting Ennore Port with Thatthur on AH-45.

**RANK 02**

In recent years, it has reinforced its presence by securing orders for construction of facilities at BARC and a first-of-its-kind Nuclear Reactor for NPCIL (The Nuclear Power Corporation of India) in Haryana.



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