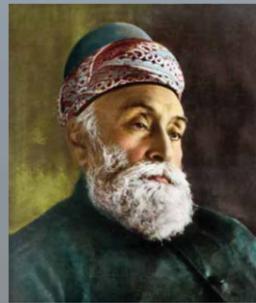




Sustainability Report 2020-21

Accelerating India's Progress
BUILDING A SUSTAINABLE FUTURE

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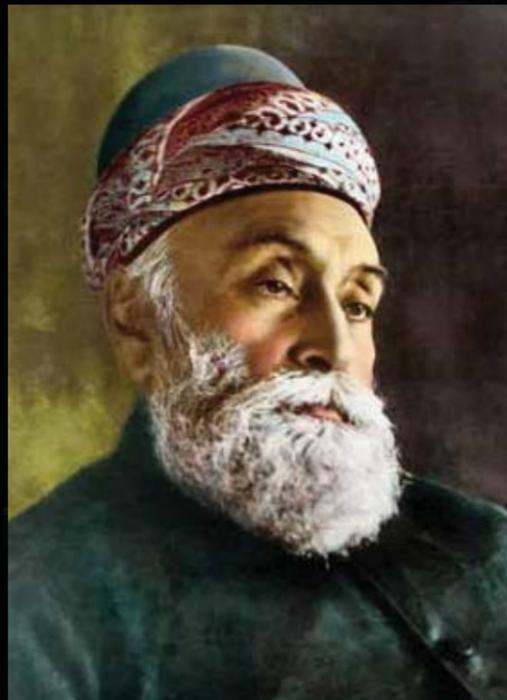


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Introduction to the Report



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

Welcome to our annual Sustainability Report for the Fiscal Year (FY) 2020-21! 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 2020-21. We have applied the GRI reporting principles- stakeholder inclusiveness, sustainability context, materiality and completeness for defining the content. We have considered the principles of accuracy, balance, clarity, comparability, reliability and timeliness in order to define the quality of our report.

Our Sustainability report aims to exemplify our contribution towards achieving the globally defined and adopted Sustainable Development Goals. The Report is also aligned to the National Voluntary Guidelines on Social, Environmental and Economic (NVG-SEE) Responsibilities of Businesses in India issued by the Ministry of Corporate Affairs, Government of India. 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 2020 to 31st March 2021. 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 2020-21.

Report Scope and Boundary

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

Inline 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 realign our sustainability strategy while ensuring the transparent coverage of our key material topics.

Assurance

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

Information on revenue and other financial data has been taken from standalone financial statements presented in our Annual Report FY 2020-21.

For any queries, comments and feed back please write us at: QSSustainability@tataprojects.com

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.

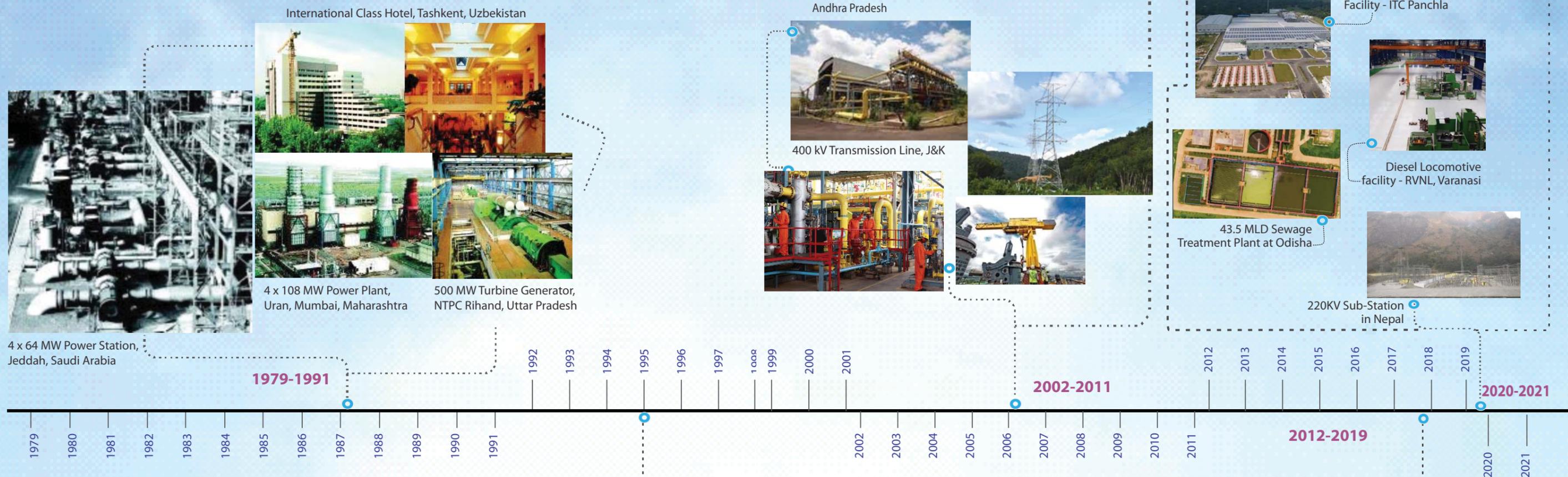
All statements that address expectations or projections about the future, including, but not limited to statements about our strategy for growth, market position, expenditures and financial results, are forward-looking statements. Forward-looking statements are based on certain assumptions, plans and 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.

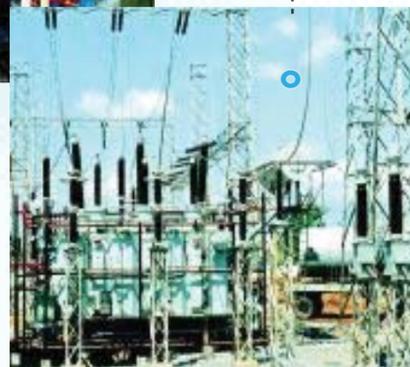
GRI102-52-Reporting cycle
GRI102-50-Reporting period
GRI102-54-Claims of reporting in accordance with the GRI standards

GRI102-45-Entities included in the consolidated financial statements
GRI102-53-Contact point for questions regarding the report
GRI102-46-Defining report content and topic Boundaries
GRI102-50-Reporting period
GRI102-49-Changes in reporting
GRI102-51-Date of most recent report

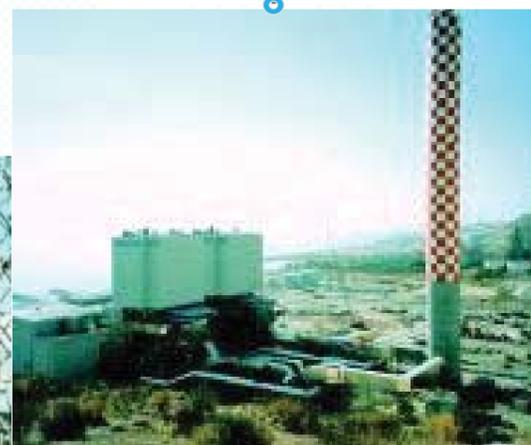
ACCELERATING INDIA'S PROGRESS



1.6 MW Turbine Set, Sunsari Morang, Nepal



400 kV Switchyard, PGCIL, Orissa



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



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



TPL Gulermak JV (Lucknow Metro)



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



IIT Jodhpur, Rajasthan

Managing Director's Message

BEING SUSTAINABLE IS CORE IN BUSINESS



Managing Director - TATA projects

“We continue to strive towards improving the efficiency of operations and processes to ensure optimal utilisation of Sustainable Resources.”

Dear valued stakeholders,

I would like to express my deepest gratitude for your unwavering support and encouragement towards Tata Projects Limited.

I am pleased to present our annual Sustainability Report for the fiscal year 2020-21.

For more than 40 years, Tata Projects has been working with various clients to provide energy, shelter, connect communities, and improve quality of life. 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.

During the financial year 2020-21, COVID-19 unfolded unprecedented challenges globally as also to our company. We actively met those challenges to protect our employees, workforce and keep our projects up and running. This included changeover to remote and modified ways of working, that was accomplished quickly and smoothly.

We are well positioned to deliver value to all of our stakeholders by operating in diversifying markets, leveraging synergies within our business groups and continuing to focus on world-class delivery. Tata Projects continues its journey to leverage Cutting Edge Digital Technology to deliver better, safer, faster, more cost-efficient & resilient outcomes for its customers. We encourage every team member to be a creative thinker and for that innovation to take place across every part of the Group business. There has been a wide range of innovations delivered through Innovays in the previous year.

Furthermore, our works are being delivered more effectively by using of BIM (Building Information Modelling) in the form of 3D digital representation of the projects for scheduling, which helps us to reduce the turnaround time, wastages and ensuring seamless communication between engineering and project management teams. In some select cases, we have used 3D BIM overlaid with 4D details on project and resource

planning, operations review and formulating catch-up plans. Together with augmented and VR technology, enables seamless interaction between project sites & offices, facilitating a 'first time right' & 'zero rework'.

To limit disruption at project sites while ensuring the safety of workforce, our Company focused on developing various technological services and introduced digitalisation in various aspects, including Digital Twin, Drones. These transformations enabled the organisation to remotely monitor their workforce, assets and material in order to manage safety and sustainability in operations.

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. TPL continually upgrades its technology and systems in order to build efficiencies leading to reduction in adverse environmental impact.

We have adopted sustainable construction practices that have reduced the dependency on fossil fuel by using more grid supply at various projects. Our continued emphasis on improving environmental, health, and safety management systems have helped us to achieve 155 million safe man-hours across our project sites.

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

To consolidate TPL's procurement across project sites for economies of scale, a web-based B2B marketplace application has been introduced. This enhances productivity by automating a large part of our supply chain for small ticket purchases.

We stay committed to protecting the environment and contribute to society by actions and contributions in and around our more than 200 project sites. During the year, we installed rooftop solar power generation

capacity at our Tower Manufacturing Plant in Nagpur to meet a large part of the energy requirement. We are taking similar environment friendly actions across various project sites. We extensively focus on community development around our project sites by not only generating employment but also providing education to the children, scholarship to the needful, and focus on health and hygiene of the people.

As responsible members of the Tata Group, we stepped up when society called upon us. Tata Projects, as the execution partner to Tata Group provided a critical service to the nation in delivering on-time COVID-19 isolation facilities/hospitals. Our work resulted in adding capacity to care by more than 1,800 isolation beds and 500 critical care beds. With the lockdown affecting the livelihood of people, we also provided meals to the migrant labours at various locations across the country.

We are progressing towards our mission 'To make the world a more efficient, prosperous and safer place by providing Sustainable Engineering and Construction Projects and Technology Services'.

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

We will look forward to become an industry leader with our continuous qualitative growth of the construction industry by fulfilling our mission and vision with the Sustainability Management through transparent corporate management, environment-friendly business operations, and B2B management with our suppliers.

Vinayak K Deshpande
Managing Director

GRI 102-14 - Statement from senior decision-maker

Our Concept

Simplifying Complexities. Creating Value.

Established in 1979, Tata Projects has emerged as one of the most preferred partners in executing large industrial and urban infrastructure projects in India.

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.

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.

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.

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 200 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 front line 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 or 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-two years has transformed Tata Projects into one of India's fastest growing infrastructure Company and won us the recognition of being one of the top players in the EPC space. With its rich legacy, Tata Projects is poised to make the world a more efficient, prosperous and safer place – by providing sustainable engineering & construction projects and technology services in the infrastructure domain.

About Tata Projects

Tata Projects 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 four decades of expertise in successfully executing large and complex Industrial, Core and Urban infrastructure projects, providing inspection & certification services and utility services for water purification.

We provide turnkey end-to-end solutions across diverse sectors that cater to the needs of customers. We execute and deliver projects on-time within the outlined budget and thus deliver customer delight.

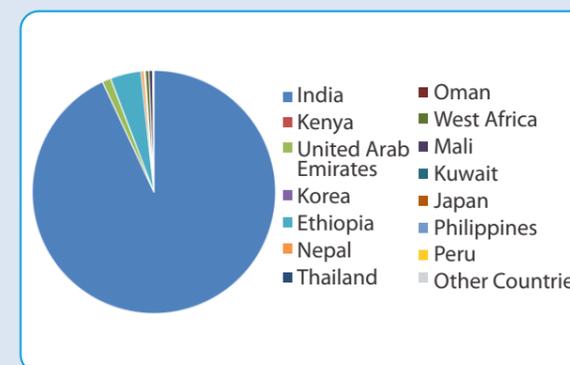
Since inception of our business, we have executed several projects around the globe using world-class management techniques and state-of-the-art technologies, making a significant difference to our clients, end users and the society at large.

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).

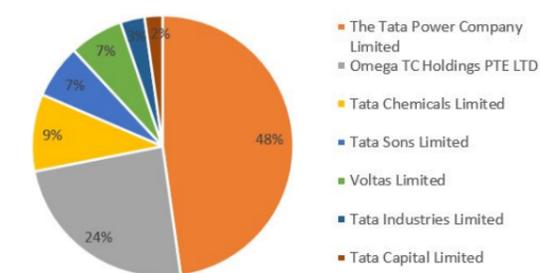
Headquartered in Mumbai - Maharashtra, our operations are spread across Pan India. We also have International presence across UAE, South Korea, Kenya, Thailand, Nepal, Brazil, Ethiopia, Sierra Leone, Mali, Oman, Japan, West Africa, Kuwait, Philippines and Peru.

REVENUE BY COUNTRY

Scale of Organization by Revenue (in INR Lakhs)	
Name of the Country	Year ended 31st March 2021
India	11,17,665
Kenya	33
United Arab Emirates	13,587
Korea	248
Ethiopia	49,139
Nepal	4,786
Thailand	988
Oman	1,123
West Africa	5,793
Mali	5,705
Kuwait	854
Japan	305
Philippines	112
Peru	458
Other Countries	331



SHARE HOLDING PATTERN



GRI 102-1 - Name of the organisation
 GRI 102-5 - Ownership and legal form
 GRI 102-2 - Activities, brands, products, and services
 GRI 102-13 - Membership of associations
 GRI 102-3 - Location of headquarters
 GRI 102-4 - Location of operations,
 GRI 102-6 - Markets served
 GRI 102-7 - Scale of the organization

New Parlia

Our Global Presence

Expanding our Sustainable Footprint....

We have been partnering India's growth story for the last four decades.

Our aspiration of becoming a globally-recognised infrastructure company has driven us to expand our footprint and establish a global supply chain. This, in turn, enables us to create value for our customers.

5,300 +

Employees

INR 480,000 Mn

Order Book (March '21)

45,000+

Contractual Staff

INR 120,110 Mn

Turnover (2020-21)

40

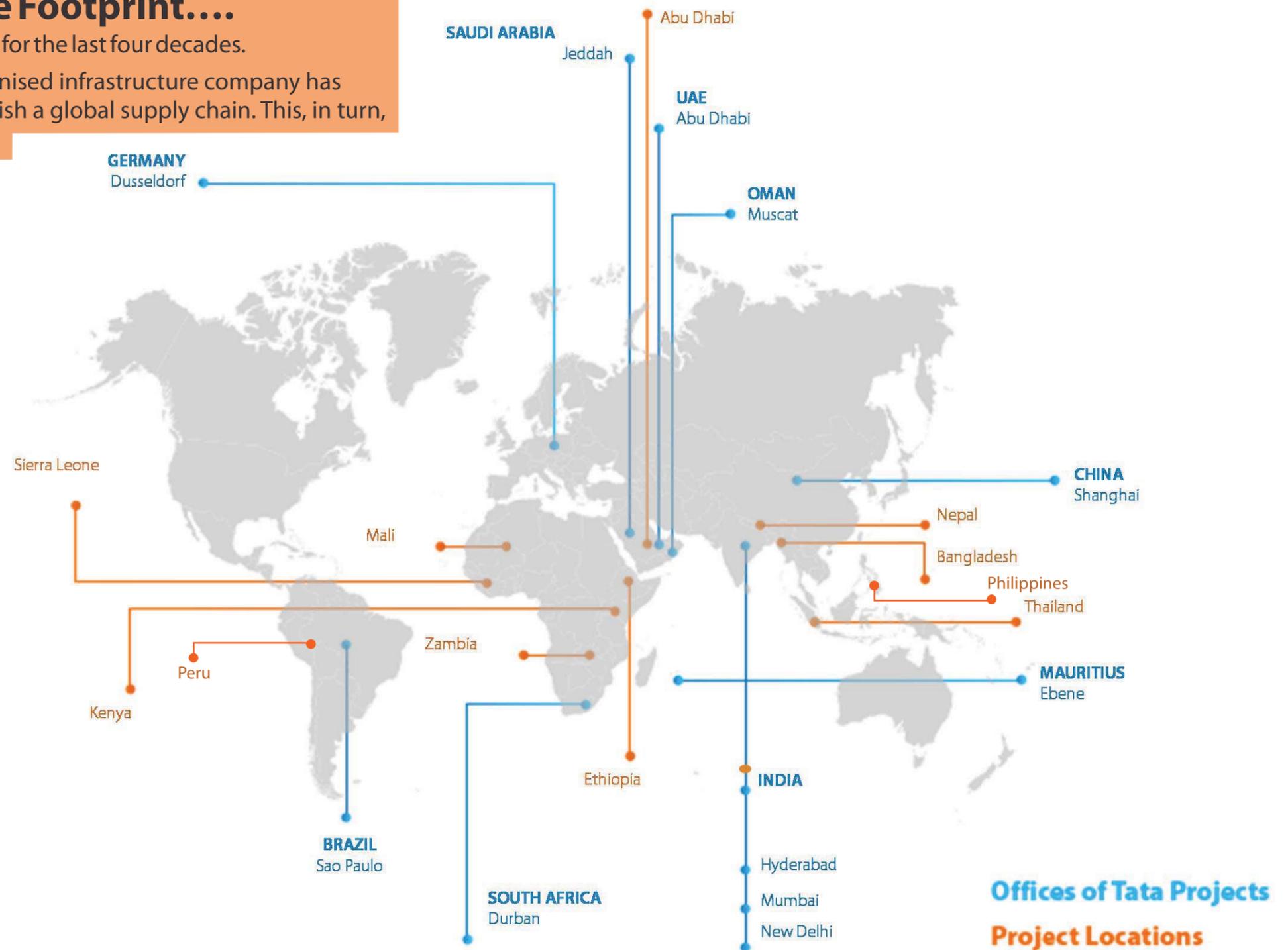
Countries

Certifications

ISO 9001

ISO 14001

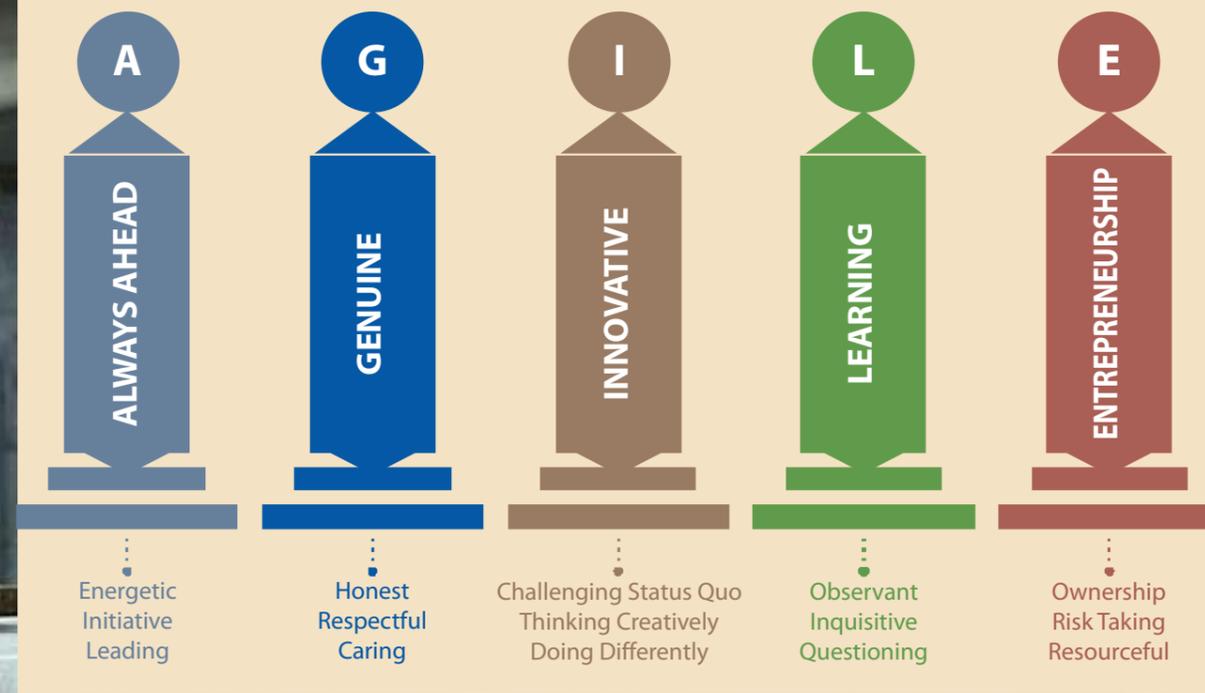
OHSAS18001



Mission, Vision & Values



Cultural PILLARS



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

COMPANY AT A GLANCE



Operational

- Operation in 40+ countries
- 200+ On-going projects
- 30+ Key Projects completed
- 10 Projects of National importance inaugurated

Economic

- Revenue INR 12,011 Cr.
- Operating profit INR 767 Cr.
- New order booking INR 8,860 Cr.

Environment

- 1,72,766 KL water recycle & reuse
- 73% LED lighting across TPL
- 24,201 Nos. sapling planted

Workforce

- 5,300+ total employee strength
- 45,000+ site workforce strength
- 155 safe million man-hours

Social

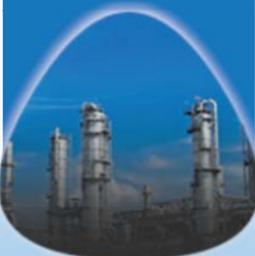
- 25,994 lives impacted through our CSR activities
- 3,391 Employees volunteering hours
- 4,800 students have been educated in holistic education platform
- 500 portable water wheels distributed & 2,632 community members were benefited
- 637 community members were engaged in skill development program
- 14,737 migrant labourers were provided with food kits during COVID-19 pandemic

Tata Projects broadly has two segments of operations, viz., 'EPC Projects' and 'Services'. The EPC works in turn are organized as three 'Strategic Business Groups' (SBG), with fourth one being for Services. The SBGs are further divided into 'Strategic Business Units' (SBU). Thus, We have diversified our portfolio into Industrial Systems, Core Infrastructure, Urban Infrastructure and Services.



INDUSTRIAL SYSTEMS

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





CORE INFRASTRUCTURE

- SBU Transmission & Distribution:** Power Transmission & Distribution | Overhead Electrification
- SBU Transportation:** Construction of Rail Tracks | Rail Systems | Roads
- SBU International Business:** Construction of Power Transmission & Distribution | Sub-station





URBAN INFRASTRUCTURE

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



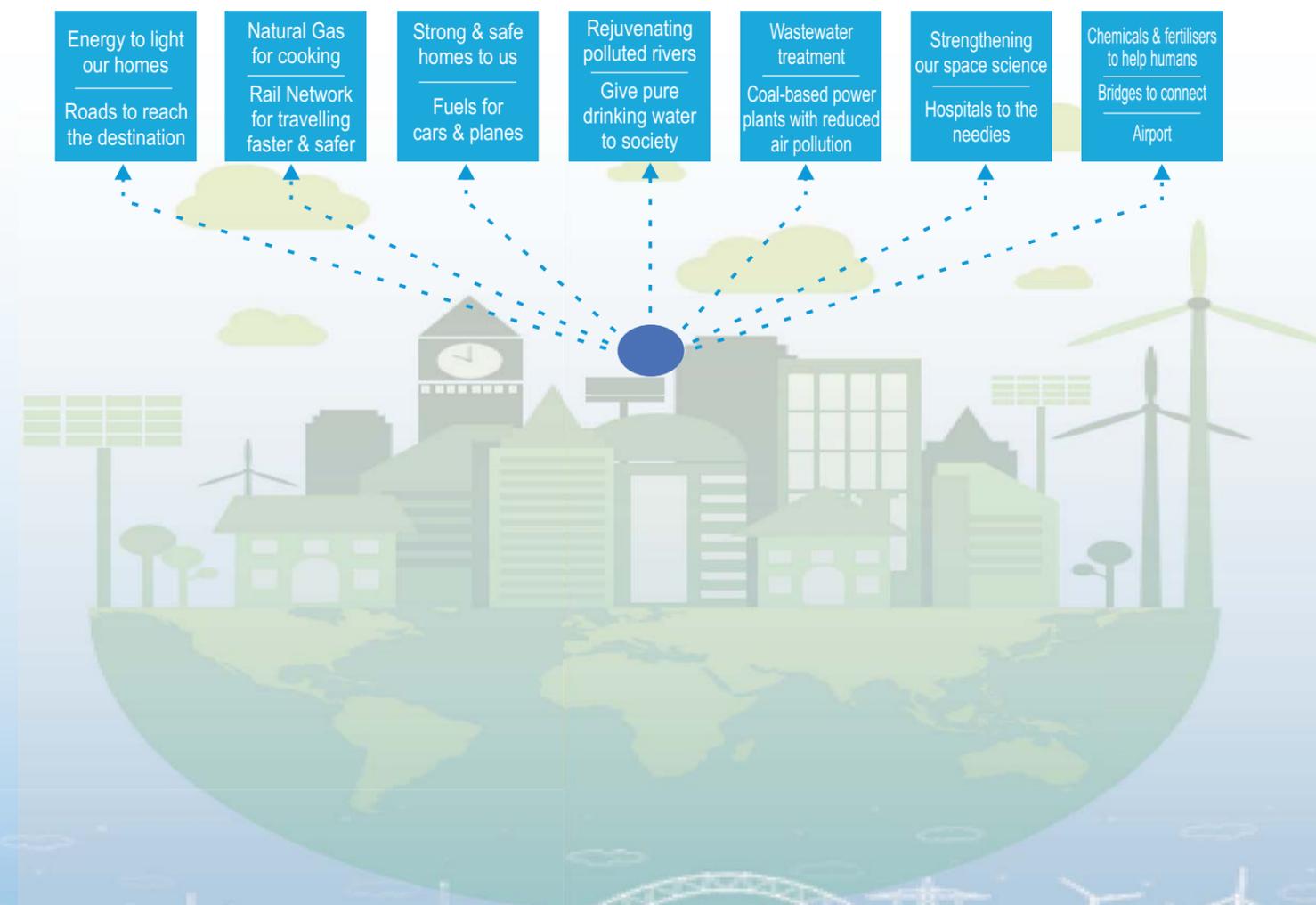
SERVICES

Line of Biz.

- Assurance Services:** Supplier Quality | Field Quality & Safety | Expediting | Desk Services | Asset Integrity Management | P-OEMS | Lender/ Owner Engineer
- Operation Services:** Operation + Repairs & Maintenance | Renovation | Scan2BIM
- Project Services:** BIM | Integrated Project Management Services | 2D based PMC | 3-4-5D BIM
- Tech.enabled Services:** IND4.0 | IoT | M2M | AI | ML | Drone | AR/VR | MIS & Analytics | Digital Twin (MMM+SSS)
- Quality, Safety & Sustainability (QSS):** Integrated Project Quality, Safety & Sustainability management across project lifecycle thru Phygital framework leveraging people, process & technology with focus towards Zero Rework & Zero Harm

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.



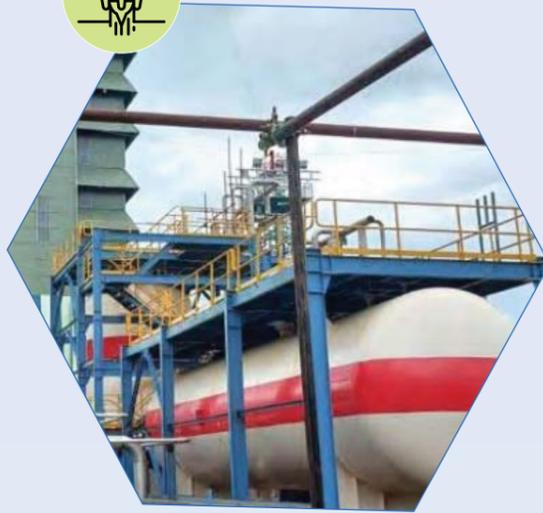
Subsidiary Companies

The Company has 16 subsidiary, associate and joint venture companies as on March 31, 2021. There has been no material change in the nature of the business carried on by the subsidiaries and JV.

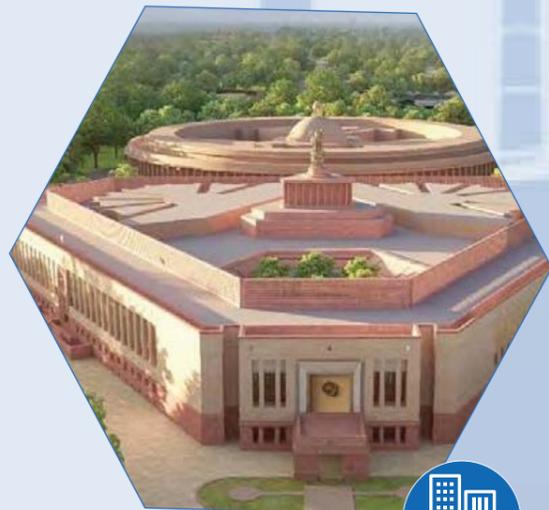
Our Key Projects

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.

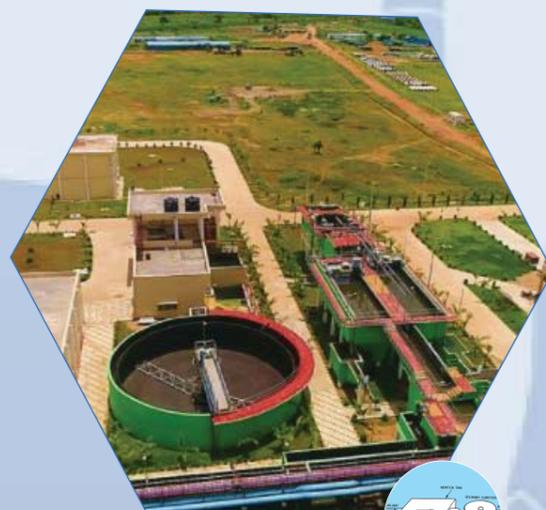
Constructing Semi-cryogenic Fuel System & Cryogenic Engine Testing Facility for ISRO



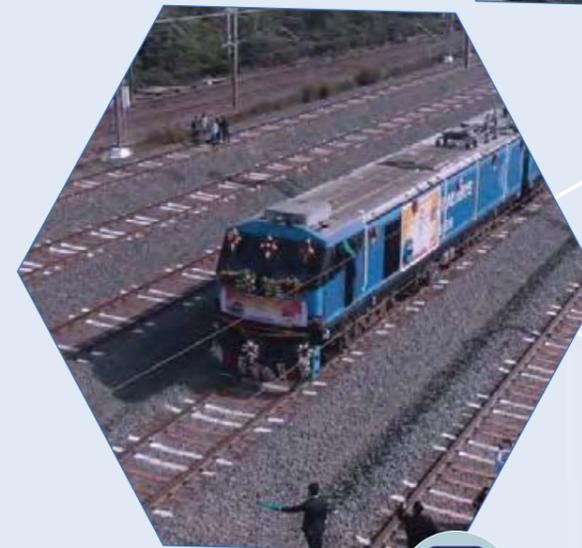
Completed 1,700 Track KM. Electrified Railway Network



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



200+ 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

Customer-centricity lies at the heart of our business model. We provide turnkey end-to-end solutions across diverse sectors that cater to the needs of customers. We execute and deliver projects on-time within the outlined budget and thus deliver customer delight.



Diversified footprint

Ever since our inception in 1979, we have been committed to accelerating India's progress. We have diversified our portfolio of services to ensure that we can contribute in every way in the infrastructure space. As a result, our footprint now extends across sectors such as power, water, metals and minerals, space and nuclear, transportation, urban infrastructure, oil and gas, and industrial. We have gained invaluable experience along the way, which helps us deliver world class projects on-time.



Simplifying complexities

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 timebound services.



Digital infrastructure

We constantly strive to enhance our technological capabilities in both construction and project management to enable faster delivery, improved productivity, lower costs, and better control over the project execution lifecycle. We have taken various digital initiatives and have integrated the latest technologies and processes within execution of our projects, including BIM, CTS, modular construction, and lean construction practices. We strategically collaborate with the technology leaders to ensure that we are able to execute worldclass projects and our clients have best-in-class services.



Global supply chain

Over the years, we have substantially grown our global footprint to more than 40 countries. With our JVs and subsidiaries all across the globe, we have forged long-standing relations with suppliers worldwide. Our supply chain management team continuously monitors and reviews processes to minimise procurement cost and identify reliable sub-contractors/suppliers. Our global supply chain and expansive presence enable us to execute projects and deliver services anywhere across the world without any delay.

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 2020-21, 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/who-we-are>

In line with our Group's vision, we constantly invest in supporting and developing local communities through initiatives that create a positive environmental footprint, although our project life cycle usually lasts for about three years. Towards the responsible expansion of our business portfolios, we partner with select technology providers who are equally aligned to Sustainability practices, relevant to each business segment. Our project operations also provide avenues for local employment. In

addition, contractors working at our project sites are required to comply with our health, safety, environment and community standards.

We engage with our suppliers, 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.



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 (UNSDGs) to demonstrate our contribution towards attainment of 2030 Agenda for Sustainable Development.

Sustainability Pillars at Tata Projects Limited



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 3-4-5D 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.

Quality Process

Way to Perfection...

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 a **Quality Compliance Index (QCI)** on a monthly basis and the voice of the customer is captured through quarterly feedback. KAMs (Key Account Managers) are deployed to promote continuous engagement with repeat and key customers.

In view of future growth, we believe technological advancements and innovation is the need of the hour. Some of these advancements include capturing real-time data through a digital platform (TQDigi'lytics) for taking timely corrective and preventive actions.

Towards continuous improvements, the existing quality processes were reviewed, revised and additional processes were incorporated to support the current operational needs.

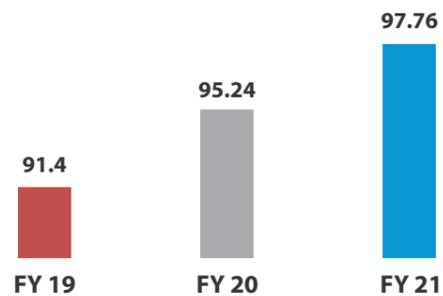
TATA PROJECTS
Simplify.Create

WORLD QUALITY DAY 2020 CELEBRATIONS

World Quality Day 2020 was celebrated across TPL including Project Sites on 12th November 2020.

Address by MD & Senior Leadership Team

Quality Compliance Index



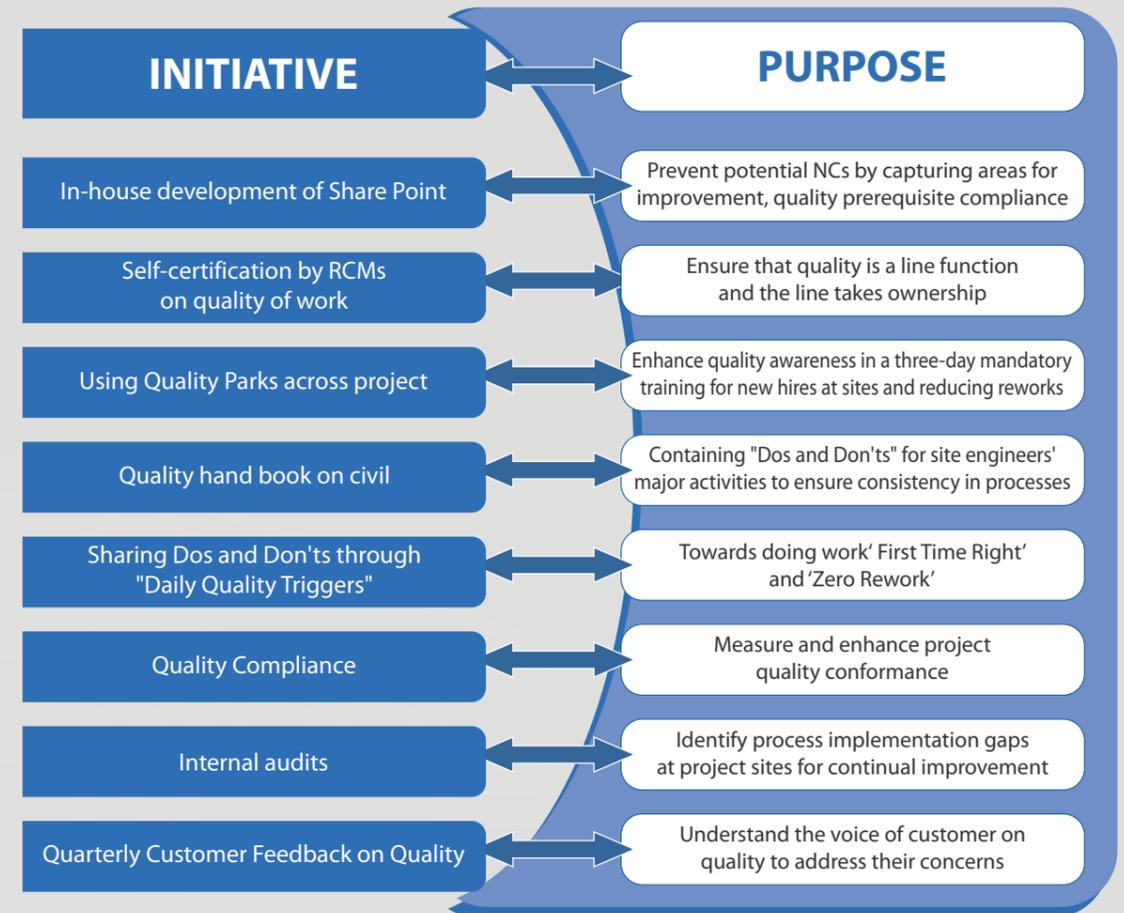
The continuous improvement actions resulted in achieving a QCI score of 97.76% in FY 2020-21.

In view with the future growth, we believe technological advancements and innovation is the need of the hour.

- 425+ quality inspection checklists were created. Formats and reports in civil, mechanical and electrical disciplines were reviewed and standardised for improvement and ease of automation
- "Quality Handbook-Highways / Roads and Railways" and "Quality Handbook - Smart Cities - Optical Fibre Cable Network" were launched
- TRIM was deployed for quality audits during COVID-19 pandemic covering all project sites and ensuring compliance
- Process digitisation in TQDigi'lytics-QSS platform is under development and various pilot deployments are underway
- Automated MIS reports using data at source from multiple platforms
- We are digitising and automating all our work processes and creating a digital platform where the fetched data can flow effectively. At the same time, we are creating an environment where our clients and suppliers work in the same platform for higher efficiency. To achieve this, we are pushing for design automation, multilateral collaboration in procurement, IoT enabled /mobile construction management through Power BI & Wrench modules to link all of our work.



The project site across all the TPL business units took part in National Quality Day Celebration, 2020 & organised variety of activities e.g. seminars, presentations, pledges etc. at their respective workplaces



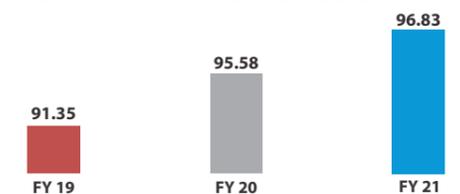
Ensuring Customer Satisfaction

We are a customer centric organization that continually focuses on the Voice of Customer. We capture quarterly customer feedback on Quality and discuss critical customer concerns & actionable suggestions in review meetings for appropriate corrective actions.

We also measure Customer satisfaction through our systematic Customer Satisfaction Survey. The objectives of this survey includes-

- To assess the current satisfaction levels amongst the customers with regards to Tata Projects, compared to our peer group.
- To determine the relative impact of each of these expectations on the overall loyalty of customer.
- To provide strategic direction for improvement in critical areas and identify leverage able strengths.
- To assess and measure the needs, requirements and customer expectations from Tata Projects.
- To compare our survey performance with previous year.

Customer Assessment Feedback Score



Process Excellence

In our pursuit of ensuring process excellence, we facilitated revision and rollout of various processes of the Enterprise Process Management (EPM) framework, policies, and guidelines across functions such as Quality, HSE, Materials Management, HR, Administration and Innovation Management. 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. Our Company has continued its journey of Excellence with Tata Business Excellence Model (TBEM) as its reference model along with other ISO series Enterprise Process Models. These models provide the structure for the business processes that ensure customer appeasement while balancing the needs of various stakeholders.

The Management Systems related to Quality (QMS), Occupational Health and Safety (OHSMS) and Environment (EMS) have been combined into an Integrated Management System (IMS). The IMS allows ease of use and maintenance. It also facilitates effective and faster process audits.

The opportunities for improvement from the last TBEM External Assessment 2019 were analysed, prioritised and acted upon. Process owners from the leadership team along with their Process Leads and Cross Functional Teams (CFTs) established action plans and brought them to closure. TPL plans to undertake strategic business unit (SBU) level TBEM Internal Assessment in 2021, which will help to provide specific, in-depth, actionable feedback to each SBU to trigger further improvement actions. Contributing to Tata Group's TBEM journey, certified TPL assessors participated in TBEM 2020 assessments of various Tata Group companies.

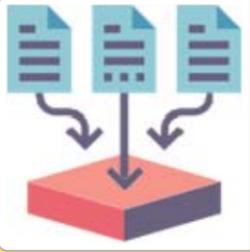
Our Company successfully completed its first ever IMS recertification audit during the year. The IMS helped in simplifying internal and external audit process and management reviews and assisted in the integration of major enterprise quality standards ISO 9001 (QMS), ISO 45001 (OHSMS) and ISO 14001 (EMS). To improve the cross functional awareness and strengthen auditing skills of the employees, IMS Internal Auditor Training was imparted to more than 110 TPL employees.

For driving continuous improvement and innovation to build a culture across the organisation, the revised innovation and improvement process to capture achievements, 'Innoways', was launched on the occasion. TPL organised Innovation Day on 15th September 2021. The highlight of the Innovation Day was a panel discussion involving members of to replace with Senior Leadership, facilitated by the Tata Group Innovation Head. BE Team periodically releases the Innoways Compendium, a structured knowledge sharing mechanism.

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



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



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



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



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



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

HEALTH, SAFETY & ENVIRONMENT

Our Approach for life..

HSE considerations are integrated into the overall operations and TPL is committed to providing a safe and healthy work environment to our stakeholders. With the aim to integrate, transition and transform, HSE has been reorganised as an outsourced but integrated and digitised service delivery model.

Through migration to SBG Services, HSE shall be operated as a third party service. The intention is to drive synergies, standardisation and simplification.

Some of the initiatives include:

- Roll out of 1st integrated edition of HSE guidelines covering all critical operations across business units
- Review and up-gradation of OCPs and activity monitoring formats/checklists
- Digitised Operations Management for all safety resources, encompassing On-boarding to De-boarding, Skill-based project allocation with timesheet and reimbursement automation
- Digitised Work Management for the Safety function, covering RFIC, PTW, Customer Assessment, Incident Reporting, Good Practices, which can be accessed over the web and mobile
- QR code enabled digital Tool Box Talk (TBT) to reduce physical contact and eliminate unproductive time
- Automated MIS and analytics with data capture at source to eliminate errors, inaccuracies and inefficiencies
- Conceptualisation of composite Quality, Safety and Sustainability Index for projects with IoT (Internet of Things) enabled online monitoring and reporting
- Roll out of ZeTo Assurance, which was derived based on big data analysis of the last 5 years' incident data and identifying incidents, which need rigorous, repetitive and regular monitoring and control
- Roll out of Buddy System for hand holding and mentoring of new workforce at site by a senior co-worker (as a buddy), whilst also ensuring that new workforce uses a unique color-coded helmet to enable easy identification and monitoring
- Daily / Weekly / Monthly mentorship for identified critical sites by the corporate HSE team to intervene and resolve issues
- Use of automatic water sprinklers in batching plants for dust suppression
- Installation of anti-smog guns to reduce environmental pollution in Delhi-NCR projects



CORPORATE GOVERNANCE

Tata Projects is a closely held Tata Group company; which, apart from the regulatory requirements for corporate governance, also follows Tata Group Corporate Governance guidelines. Our governance framework ensures stakeholder interests are upheld while conducting the business responsibly. We have defined criteria for selecting our Board of Directors which considers their professional experience, integrity, financial literacy, relevant business knowledge, ability to work in collaboration among others. The Board oversees the business operations through a system of structured reviews and processes. We proactively imbibe industry best practices in our governance model for continual improvement. The Board reviews the following:

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

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

The performance review by the Board is based on 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.

GRI 103-2 - Management approach 2016
GRI 102-18 - Governance structure

Tata Projects Governance Structure

Board of Directors

Non-Executive Chairman	Banmali Agrawala
Directors	Nipun Aggarwal Ramesh N Subramanyam *Bobby Pauly Sanjay Kumar Banga
Independent Directors	Samir Kumar Barua Neera Saggi Sanjay V Bhandarkar
Managing Director	Vinayak K Deshpande
Observer	*Ritesh Mandot
Company Secretary	B S Bhaskar
Corporate Governing Council	Vinayak K Deshpande <i>Managing Director</i> *Arvind Chokhany <i>Chief Financial Officer (upto 31st Mar, 2021)</i> Ganesh Chandan <i>Chief Human Resource Officer</i> Rajit Harshik Desai <i>Chief Project Controls</i>

Leadership Team

Vinayak K Deshpande Managing Director	Tenny Koshy Cherian Chief Operating Officer, SBG- Services
*Arvind Chokhany Chief Financial Officer (up to 31st Mar, 2021)	*R Ravi Sankar Chief Business Excellence Officer
*K Satyanarayana Chief Operating Officer SBG- Industrial Systems	Ganesh Chandan Chief Human Resource Officer
*Vivek Gautam Chief of Quality, Safety and Sustainability	Ganesh Iyer Chief Procurement Officer
Rahul Shah Chief Operating Officer SBG- Urban Infra	Himanshu Chaturvedi Chief Strategy Officer
	Rajit Harshik Desai Chief - Project Controls
	Venkata Ramana Korrapati Head - Contracts & Legal

Changes subsequent to March 31, 2021

Name	Designation	Date of Joining	Date of Relieving
Bobby Pauly	Director	NA	10-Oct-2021
Ritesh Mandot	Director	22-Oct-2021	NA
J. Niranjana	Observer	22-Oct-2021	NA
Arvind Chokhany	CFO	NA	31-Mar-2021
Amarjyoti Barua	CFO	17-May-2021	20-Aug-2021
Ravi Shankar	CBeXO	NA	30-Sep-2020
K. Satyanarayana	COO - IS	NA	26-Nov-2021
Sanjay Sharma	CFO	01-Dec-2021	-
Vivek Gautam	Chief of Quality, Safety and Sustainability	NA	24-Dec-2021
Vinayak Pai	CEO and MD Designate	01-Feb-2022	-



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

Succession Planning

The management presents the proposals on succession planning in NRC review (Sub Committee of the Board). The proposals are based on Growth plans, competency mapping requirements, career progression and other similar factors for building SLT (Senior Leadership Team) as appropriate. BoD reviews the critical positions and the identified successors. Identified successors interact with Board members during Board & Audit Committee meetings. SLT obtains feed back 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

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

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

with assessment at the bidding stage. 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. Board and Audit Committee reviews major risks regularly.

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.

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. As an improvement, Tata Projects has implemented web enabled tools Digilim for litigation management and Lateral Praxis for the statutory compliance.

Selection of Board members

We follow Tata Group guidelines for the selection of Board members. The BoD is representative of the share holder companies of the Tata Group, non-executive and independent

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GRI 102-11 - Precautionary principle or approach

We further monitor legal / statutory compliance online (Lateral Praxis) to ensure statutory compliances across the company. Further public concerns are captured through community survey and study by the administration and project risk management 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

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GRI 102-11 - Precautionary principle or approach

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 & Anti corruption Policy and Whistle Blower Policy.**

There is a defined organization structure for the management of Leadership of Business Ethics (LBE). To ensure ethical compliance, annual LBE Plan consists of several actions approved by the Audit Committee.



Chief Ethics Counsellor (CEC) is responsible for compliance to the LBE Plan with the support of the Local & Lady Ethics Counsellors. The PoSH Committee is headed by Chairperson (Lady) and external members and supported by internal committee members. Employees and third parties can raise concerns related to TCoC through designated email addresses - counsellor@tataprojects.com and tpl-whistleblower@tataprojects.com. All concerns by stakeholders are received by the CEC, who initiates necessary actions to investigate in to the matter and based on the findings, appropriate actions are taken against deviations to TCoC compliance. The internal complaints committee addresses and investigates all the complaints related to sexual harassment at workplace.

All employees across the organization are required to read, understand and annually endorse their compliance with the policies covered under Tata Code of Conduct. All suppliers / vendors, contractors and other channel partners are apprised of TCoC and communicated formally through a specific clause in their purchase or work orders. They can also raise concerns to the designated email addresses indicated above. The TCoC and other policies of Governance are also applicable to the employees on Third Party Rolls.

TCoC- Ethic's Organogram

Apex Ethics Council (AEC)

Mr S K Barua	- Chairman Audit Committee (upto Mar 21, 2021)
Mr Vinayak K Deshpande	- Managing Director Principal Ethics Officer (PEO) & Head -AEC
Mr R Ravi Sankar	- Chief Business Excellence Officer (upto Sept, 2020) Chief Ethics Counsellor (CEC) & Convener (upto Sept, 2020)
Mr Ganesh Chandan	- Chief Human Resource Officer (CHRO)-Member
Mr A V R Srinivasa Sharma	- Head - Internal Audit & Compliance- Member
Lady Ethics Counsellors	- Local Ethics Counsellors (LECs) working at sites

- Mr. Sanjay V Bhandarkar has been appointed as an Additional & Independent Director w.e.f. Mar 9, 2021 by the Board and currently he holds the position of Chairman of the Audit Committee
- Mr. Himanshu Chaturvedi (Chief Strategy Officer) holds the position of Chief Ethics Counsellor (CEC) & Convener as well as Chief Business Excellence Officer w.e.f. Oct 1, 2020
- Mr. A V R Srinivasa Sharma has been appointed as Head - Internal Audit & Compliances w.e.f. Sept, 2020 from his earlier position of Asst. Vice President – Finance & Accounts

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	9	100
2	Employees		
a	Number of Employees	5316	100
b	Top Management	10	
c	Senior Management	174	
d	Middle Management	990	
e	Junior Management	2724	
f	Supervisory	1014	
g	Others	404	
3	Other Stakeholders		
a	Supplier (Manufacturer)	1183	100
b	Sub-Contractor	3175	
c	Dealer/Distributor/Trader	1586	
d	Transporters	453	
e	Other Service Providers	2768	

Aspects of Zero tolerance to corruption are imbibed in our Code of Conduct and other Ethics related policies. We also comply with various other statutory requirements including anti-competitive behaviour

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

STAKEHOLDER INCLUSIVENESS

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 FY2017-18, 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 2020-21.

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

 GRI102-42- Identifying and selecting stakeholders
 GRI102-43- Approach to stakeholder engagement
 GRI102-40- List of stakeholder groups
 GRI102-44- Key topics and concerns raised
 Includes both permanent and contract employees on Tata Projects payroll

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.

Further Covid-19 continues to showcase the presence, our flexibility got reflected in our processes and fast decisions for managing Covid-19, which helped to keep our people and partners safe. Our teams across geography have worked tirelessly to care for the physical and mental well-being of our people. We work over 155 million hours onsite to support our customers' critical infrastructure projects.

The COVID-19 impacts on travel have created an opportunity to use technology and innovation to develop new tools for virtual site visits. This reduces risk and travel. Our SBG Services team-developed technology has been so successful that it's become a product offering for our customers as well.

I am enormously proud of the care and support our people have provided each other in these tough times. 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.



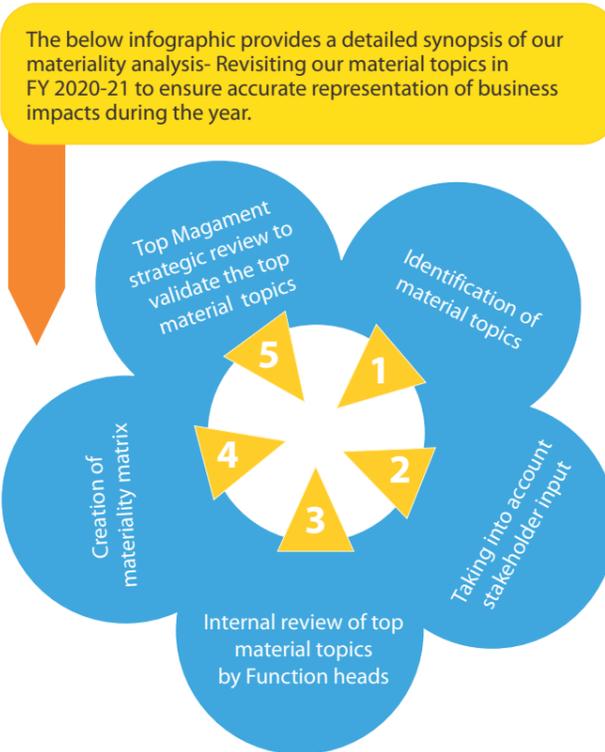
MATERIALITY REVIEW



Outcome of our efforts given

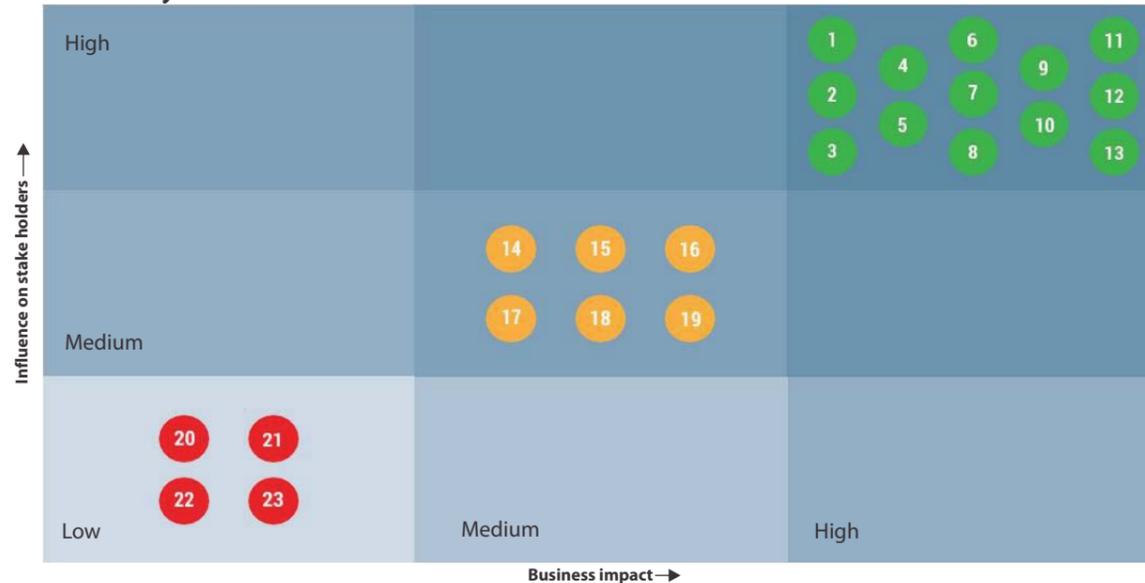
We have identified, prioritized, and validated our strategic goals in line with the sustainability journey through effective driving of our comprehensive stakeholder engagement process. Determining the materiality helped us understand topics relevant to our business and various associated stakeholders 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 2020-21 to ensure accurate representation of business impacts during the year.

Materiality matrix



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

Our materiality assessment during FY 2020-21 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 2020-2021 Highlights	Chapter Reference
	Internal	External	Direct	Indirect			
Economic							
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. Managing Director Mr. Vinayak K. Deshpande conferred with 'Infrastructure Person of the Year 2020' award by 'Construction Week' / ITP Media - Grand Jury	Positioning for a Sustainable Future
Corporate Governance							
Sound Governance	✓	✓	✓		Strict adherence with Tata Code of Conduct, Periodic review	100% employees and service providers received training/communication anti-corruption policies and procedures	Corporate Governance
Risk Management	✓	✓	✓		Enterprise Risk Management policy	The Board and Audit Committee regularly review major risks	Corporate Governance
Environment							
Energy Management	✓	✓	✓		Focused interventions towards monitoring and reducing energy consumption through various energy and emission saving initiatives	> Decrease in our energy intensity ratio > Increased use of Renewable Energy	Building Future with Ecological Sustainability
Emissions	✓	✓	✓			> Increased use of technology such as Video Conferencing and MS Teams & TRIM for business, Electric Vehicle and Cycles to commute	Building Future with Ecological Sustainability
Material Management	✓	✓	✓		Promote use of alternate materials Use of modular construction	> Increased utilization of recycled input materials such as M-sand, Fly ash and AAC Blocks > Increased use of steel shuttering and system form work based on Modular construction techniques	Building Future with 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 > Increased reusing & recycling of waste water	Building Future with 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 > Increased reusing of non-hazardous waste generated	Building Future with Ecological Sustainability

GRI 103-1 - Management approach 2016

Material Topics	Where the impacts occur		Our involvement with the impact		Key action points	FY 2020-2021 Highlights	Chapter Reference
	Internal	External	Direct	Indirect			
Social							
Labour Availability	✓		✓		Encourage sourcing of labour via Government skilled/ trained labour Schemes like NEEEM / local skill development centres On-site training on Safety Health Environment good practices Encourage healthy balance between male and female workforce, work towards enhanced gender diversity	> Regular Site level motivational session/reward to sensitize & refresh the approach > Providing clean infrastructure facilities including RO drinking water, LED lighting, STPs across our labour camps > Attrition rate reduction	Our Approach to Developing and Leveraging Potential
Health and Safety	✓		✓		Implementation of Open-door system to report hazards and unsafe operations or near-misses Effective implementation of corrective actions from audits & incident learnings	> Low Accident Frequency rate of 0.045 against target of 0.085 > Achieved Accident Severity Rate of 77.96 as against target of 130	Our Approach to Developing and Leveraging Potential
Employee Training and Development	✓	✓	✓		Deliver Business Impact through Continuous Learning Build Sustainable Leadership Capabilities for the Future Build Sustainable Project Management Capabilities for the Future	> Increase in training man-days / employee at 1.68	Our Approach to Developing and Leveraging Potential
Protection of Human Rights	✓	✓	✓		Digitalize the capturing mechanism for effective Compliance On Site Assessment for compliances to all labour laws Increase the frequency of training at sites	> No significant fines or non-monetary sanctions or cases of non-compliance pertaining to human rights	Our Approach to Developing and 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 > Increase in no. of lives impacted through CSR i.e. 25,994 > Increase in employee volunteering hours for CSR i.e. 3,391	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 2020-21 performance highlights' quantitative trends are elaborated in the subsequent chapters.



POSITIONING For a SUSTAINABLE FUTURE

Economic Performance

According to the Economic Survey 2020-21, India's real GDP growth for FY 2021-22 is projected at 11%. In tandem with strategic actions taken by major economies, India sought to combat the COVID-19 impact by providing fiscal stimulus. This was instrumental not only in driving the economic recovery but also played an important role in bringing the Indian government's Atmanirbhar programme to the forefront.

The infrastructure industry is witnessing a major shift with technology driving disruption. Macroeconomic fluctuations and COVID-19 related interruptions are pushing the industry towards leaner cost structures and balance sheet size. Considering the changing scenario, agile players are consolidating their position by realigning with the new normal.

The government of India has sought to accelerate capital investment in the economy through far-reaching production linked incentive plans envisaging an investment of Rs.2.5 lakh crore to enhance local manufacturing and the country's export base. This is in addition to the National Infrastructure Pipeline (NIP) of Rs.132 lakh crore over the next 5 to 6 years to ensure growth in the infrastructure sector. The Government of India increased overall capital expenditure by 26% to 15.5 lakh crore in its Budget for FY 2021-22 with a focus on building quality infrastructure and accelerating GDP growth. Further, to provide long term funding for infrastructure investment, the government announced the launch of a new Development

Financial Institution with a targeted lending portfolio of ₹5 lakh crore in three years.

Govt. of India sanctioned Rs. 102 lakh crore (US\$ 1.4 Trillion) for more than 7500 no. projects for the period of 2020-25 through National Infrastructure Pipeline (NIP).



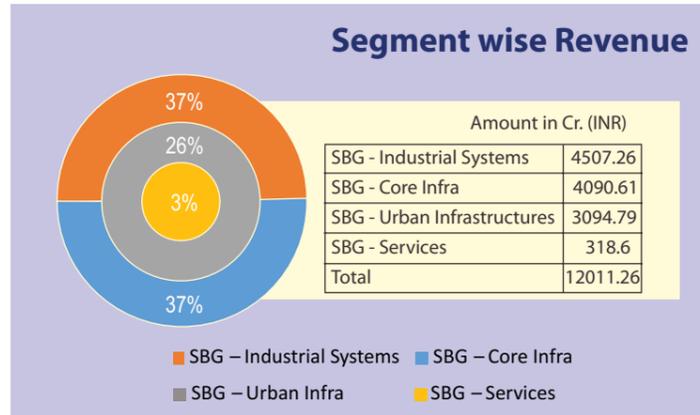
We are proud that our business segments are focused around building better infrastructure in line with our mission to make the world a more efficient, prosperous and safer place. We at Tata Projects, have streamlined our business strategy with a focus on sustained value generation and improved efficiencies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

Generating and Distributing Economic Value

For the financial year 2020-21, we reported total turnover of INR 12,011 crore, a 14% growth over the last year. This growth was achieved in the face of major constraints, e.g; intermittent lock down, social distancing measures and labour migration due to pandemic. Our profit after tax grew 22% to INR 125 Crore. The order booking of the company aggregated to INR 8,860 crore (Previous. Year: INR 13,292 crore) resulting in the total order backlog of INR 48,497 crore (including our share & JVs). Secured L1 position of orders worth INR 10,113 crore. We will continue to help our stakeholders to see how their role contributes to profitability and sustainability. During the year, no financial assistance was obtained from the 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. These measures resulted in several accomplishments:

- Replacement of the grid power at TMU Nagpur facility with renewable solar power
- Reduction of usage of Grid

power at site facilities by using renewable solar power in MTHL project site

- Achieved 17% reduction in fixed costs while accomplishing 14% higher revenue

- Significant tax asset liquidation with tax refunds of more than Rs.400 crore contributing to the cash flow
- Reducing redundancy by giving up office space of 21,000 sqft

	FY 17-18 (₹in Crores)	FY 18-19 (₹in Crores)	FY 19-20 (₹in Crores)	FY 20-21 (₹in Crores)
Economic Value Generated				
Turnover	9,061	13,230	10,514	12,011
Other Income	42	60	62	91
Total Economic Value Generated	9,103	13,289.85	10,576	12,103
Economic Value Generated				
Operating Cost	8,048	11,894	9,180	10,757
Employee wages and benefits	587	711	806	714
Payments to providers of capital	194	311	382	391
Payments to Governments	118	112	87	88
Community Investments	3	4	3	8
Total Economic Value Distributed	8,951	13,033	10,478	11,970
Economic Value Retained	151	257	118	146
Benefits provided to Employees				
Employee wages and benefits	553	668	753	663
Defined contributions plan	14	12	16	15
Defined Benefit Plan	21	31	37	36

GRI 103-2 Management approach 2016

GRI 201-1- Direct economic value generated and distributed

Data pertains to Tata Projects Limited and does not include subsidiaries, joint ventures and associate companies. Figures have been rounded off.

GRI 201-4- Financial assistance received from government

Towards a technological leap for strengthening our environmental footprint..

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 CO₂ 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 CO₂ 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

focused 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, Vacuum 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 SO₂ 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 SO₂ 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.



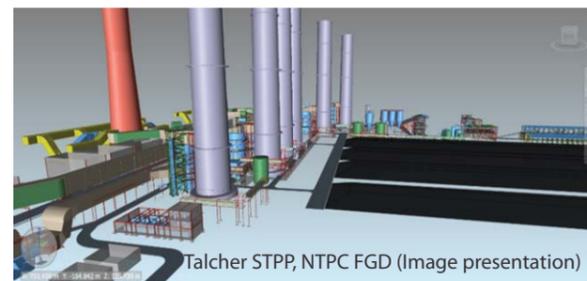
Wet Limestone based FGD uses a limestone slurry as absorbent and produces saleable Gypsum as by-product. The typical FGD system has a Limestone handling and grinding circuit, an Absorber for capturing the SO₂ and a Gypsum Dewatering and Handling circuit. A wet stack with acid resistant lining is used 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.

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.

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.

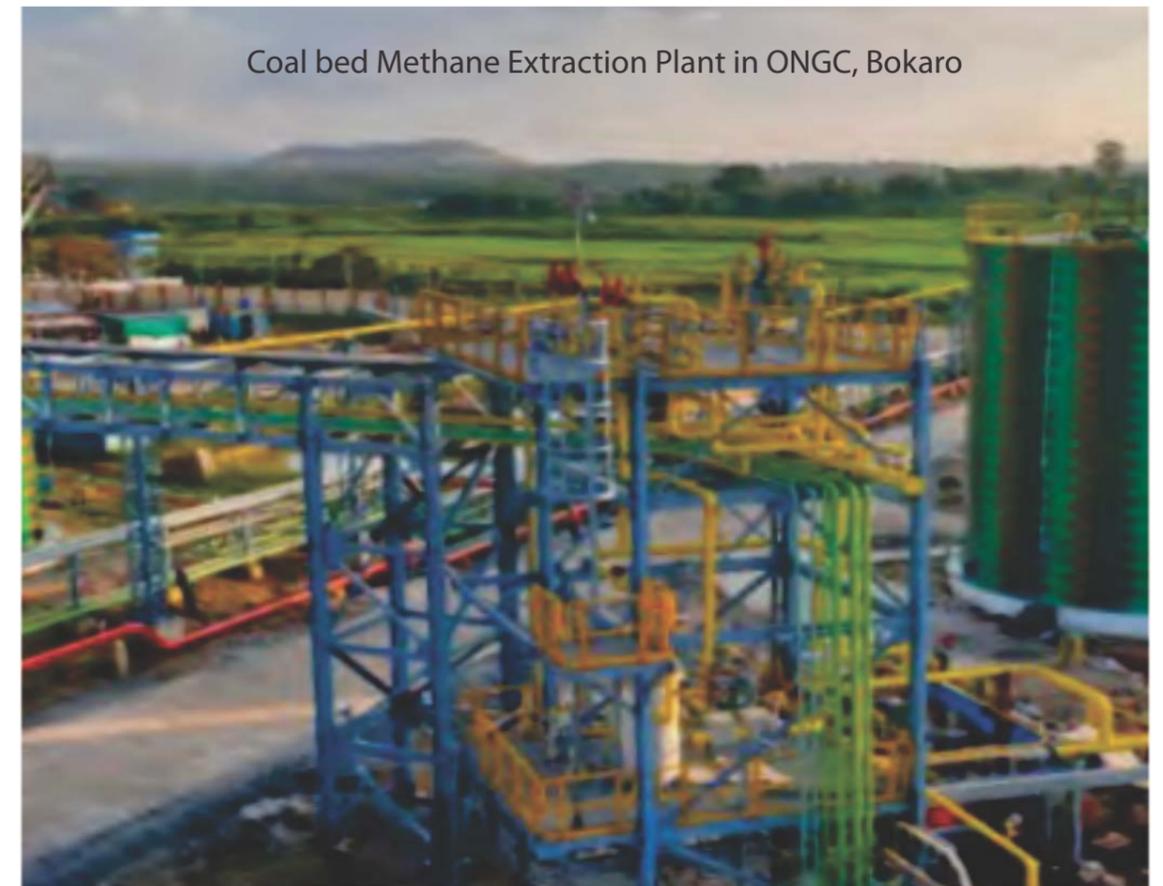


43.5 MLD Sewage Treatment Plant being executed by Tata Projects – SSGIPL JV

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.



Coal bed Methane Extraction Plant in ONGC, Bokaro

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.

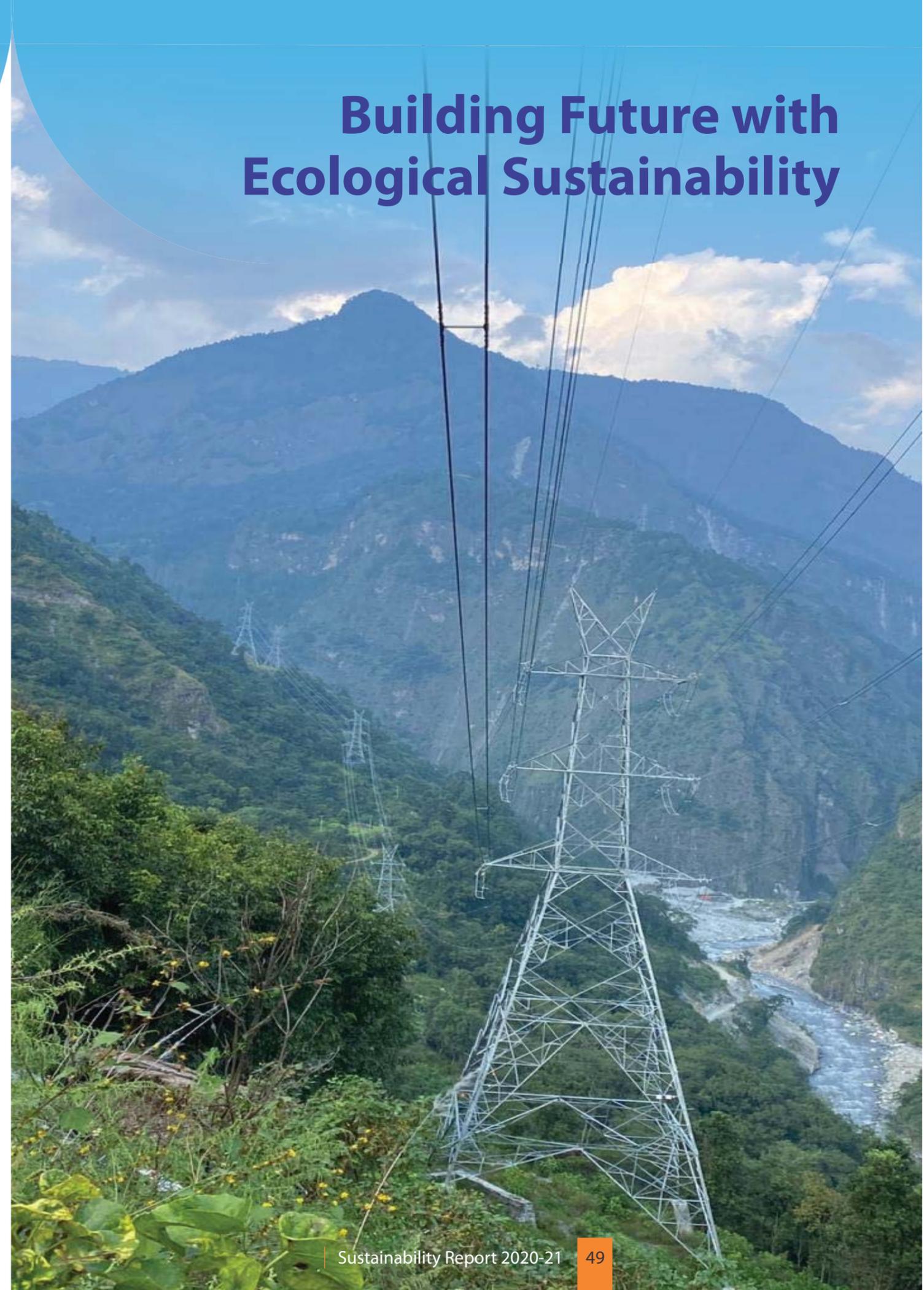
Delhi Govt. has approved its first Smog Tower experimental project in the month of Oct'20 and Tata Projects has got the order from Delhi Govt. for building India's first smog tower at Connaught Place, New Delhi as pilot project. It can help to clean the air within one kilometre



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 200 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 2021 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 200+ 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 HSE, Quality and Sustainability policies endorse our commitment to improving our performance on various environmental aspects that go beyond regulatory compliances. Tata Projects adheres to the requirements of ISO14001:2015, 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 SGBs drive initiatives towards use of alternate materials and modular construction as well as initiatives that drive the reduction of environment foot print.

We have identified Sustainability Champions who propagate the awareness and enable action towards Climate Change throughout the organization and drive

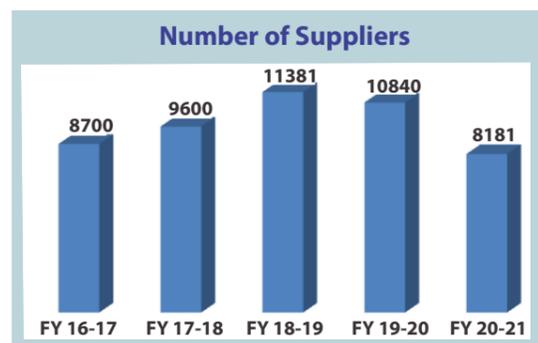
improvement projects on reduction of environmental foot print. At the project level, we have a Site Sustainability SPoC, who actively manages and implements environmental management initiatives at our project sites. The SPoC is also responsible for optimizing existing processes in business operations. The SPoC reports the environment performance on a monthly basis. We also conduct capacity building work shops 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



Recognised for the sustainable supplier

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 process es seamlessly from indent to purchase order through B2B sourcing platforms, reverse auctions and ERP business automation tools.



GRI 102-3 - Management approach 2016
 GRI 102-12- External initiatives
 GRI 102-9 - Supply Chain
 GRI 102-10- Significant changes to the organization and its supply chain



During the year, TPL focused on establishing strong relationship with major sub-contractors in line with its 'Deeper with Fewer' strategy.

In our effort towards environmentally safer procurement, preference is given to green vendors who are more environmentally conscious in their manufacturing and service offerings. Similarly, while encouraging inclusive growth, preference is given to AA Vendors. In Affirmative Action Assessment, the company has achieved significant recognition at the Tata Group level.

We understand that our sustainability impacts extend beyond our own operations. By procuring raw materials and services from small and large companies all over the world, we participate in a global and complex supply chain. Over the years, we have developed an ability to effectively manage the governance and environmental impacts of our supply chain which has given us a competitive edge. Having businesses in various sectors such as Power Generation, Construction, Metals & Minerals, Oil & Gas, Hydrocarbons, Smart Cities etc., we procure material and services from across the country. Majority of our suppliers are from India to ensure a reduction in the carbon footprint of our raw materials while encouraging the local supply base. Our supply chain has grown alongside our business. Today, we have strong relationships with over 71000+ suppliers & new 8181 suppliers are included in the FY 20-21 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

GRI 102-12- External initiatives
 GRI 102-10- Significant changes to the organization and its supply chain

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 trans porters having their own vehicles, adherence to safety regulations besides other regulatory requirements such as valid Driver's License, PUC, Vehicle Fitness Certificate, etc. During FY2020-21, over 1439 of all type of vendors were subjected to such capability assessments.

Assessment of Environmental Criteria

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

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. Our on-site teams remain sensitive to the local ecology, land forms, 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.

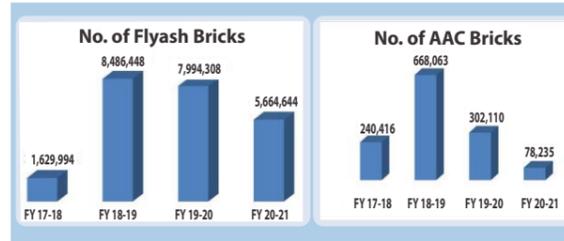
We believe that our commitment to sustainability and our triple bottom-line of social, economic & environment will ensure our global competitiveness and promote inclusive growth.

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 2020-21, 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 form works. During the year, we have substantially increased use of system form work 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 2020-21 we effectively used 3,85,250 m³ of M-Sand across multiple sites, which is increased by 21% 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)



Pre-cast Elements



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 apart of the process, we prevent unnecessary use of materials through an exact calculation of the volume and cost of material required for construction.



Pre-fab Structure



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

S.No.	Materials Consumed	UoM	Total FY 2017-18	Total FY 2018-19	Total FY 2019-20	Total FY 2020-2021
Raw Materials						
1	Natural Sand	M3	924,070	1,066,863	417,334	288,838
2	Stone Aggregates	MT	1,336,003	2,165,951	1,361,028	919,156
3	Stone Boulders	MT	-	-	-	153,443
4	Marble/Granite	Sq Mtr	Not Reported	28,846	46,496	14,959
5	Wood Batten	Cft.	Not Reported	251,874	230,661	118,579
6	Pre Fab Steel Structure (For T&D)	MT	Not Reported	18,898	9,674	10,051

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



M Sand



Use of AAC Blocks

S.No.	Materials Consumed	UoM	Total FY 2017-18	Total FY 2018-19	Total FY 2019-20	Total FY 2020-2021
Intermediate Materials						
7	Cement	MT	Not Reported	Not Reported	Not Reported	350,834
8	Concrete	M ³	2,204,703	1,960,189	1,388,805	1,031,119
9	Quantity of Concrete made using M-sand	M ³	-	-	-	624,003
10	"Quantity of Concrete made using Fly ash/ GGBS (cum)"	M ³	-	-	-	515,762
11	Steel (reinforcement + structural)	MT	237,952	253,956	134,823	138,599
12	Binding Wire	MT	141,291	167,779	183,591	104,019
13	Pipes(erection)	RMT	Not reported	755,826	855,300	638,306
14	Electrical Cables	RMT	-	-	23,598	7,076,801
15	Other Cables	RMT	1,243,566	2,526,043	3,936,491	2,634,040
16	PVC Pipes	RMT	367,646	281,171	454,461	701,321
17	Plywood	SqMtr	514,318	1,333,207	1,119,224	405,988
18	Total System Form work Used	SqMtr	-	-	-	703,460
19	Total Steel Shuttering Used	SqMtr	-	-	-	441,953
20	Total Plywood Shuttering	SqMtr	-	-	-	664,385
21	Precast	M ³	7,455	35,165	80,870	179,246
22	Prefab (Temporary Prefab Structure)	SqMtr	Not reported	83,142	27,083	62,665
23	Brick work (AAC Blocks / Flyash / Conventional Red Bricks) for temporary structures (Prefab)	SqMtr	-	-	-	185,374
24	PP ropes	RMT	-	-	-	239,662
25	All types of metals for manufacturing TMU	MT	-	-	-	32,710
26	Zinc	MT	-	1,165	-	1,122
Associated Materials						
27	Curing Compound	Ltr	64,839	244,895	1,200,542	130,897
28	Shuttering Oil	Ltr	Not reported	184,220	152,952	100,996
29	Gypsum Boards	SqMtr	76	71,840	42,448	18,102
30	Admixtures/Chemicals	Ltr	Not reported	3,364,795	3,118,104	2,408,719
31	Paper	Kgs	Not reported	49,546	22,413	68,041
32	Lead	MT	Not reported	-	-	-
33	Membrane	Nos.	Not reported	1,249	9,058	2,337
34	Geotextile membrane	SqMtr	-	-	-	52,933
35	Solid Bricks	Nos.	Not reported	107,500	15	-
36	Tiles	SqMtr	Not reported	10,081	-	Not reported
37	Steel Wire (TMU)	MT	-	-	-	132
38	Hydrated Lime (TMU)	MT	-	-	-	187
39	Acid HCL 33% (TMU)	MT	-	-	-	682
40	Chemicals (TMU)	MT	-	-	-	39
41	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
Recycled input materials						
1	Fly ash	M ³	337,252	113,960	86,718	38,483
2	GGBS	M ³	15,909	12,162	33,315	33,035
3	Fly ash Bricks	Nos.	1,629,994	8,486,448	7,994,308	5,664,644
4	AAC Blocks	M ³	240,416	668,063	302,110	78,235
5	M Sand	M ³	584,069	657,247	318,052	385,250
6	Micro Silica	M ³	Not reported	465	18,182	14,635

Energy Conservation and Emissions Management

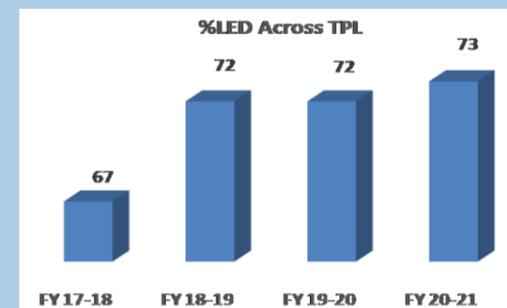
As a responsible corporate citizen operating in an energy-intensive sector, we are actively creating mitigation plans for managing energy and emissions related risks. By gaining an understanding of the risks and opportunities related to climate change and how these affect us, we believe we can reduce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

At Tata Projects, we have set goals to reduce our emission every year. We have taken internal targets for FY 2020-21 and will continually undertake efforts to reduce GHG emissions across our offices and project sites.

In FY 2020-2021, we continued with our initiatives towards energy conservation and categorised them under technology, operational and behavioural upgrades.



Technology Upgrade	Operational Upgrade	Behavioural Upgrade
Upgrading our fleet with BS- III & IV Engines	Adhering to norms for our equipment usage helps in saving fuel, energy and improving efficiency	Optimizing our resource use by enhancing cross functional communication and better planning of project progress activities
Installation of In Vehicle Monitoring System (IVMS)	Adhering to our equipment productivity norms	Ensuring there is no idling of equipment
Adopting energy efficient appliances	Conducting Energy Audit at major project sites & offices	Conducting awareness sessions on vehicle operation & regular maintenance of fleet
<ul style="list-style-type: none"> VFD in Tower cranes, Gantry cranes, Passenger Hoist Adopting new inverter based welding machines in replacement to our conventional machines & using VRD in welding machine 		
<ul style="list-style-type: none"> 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

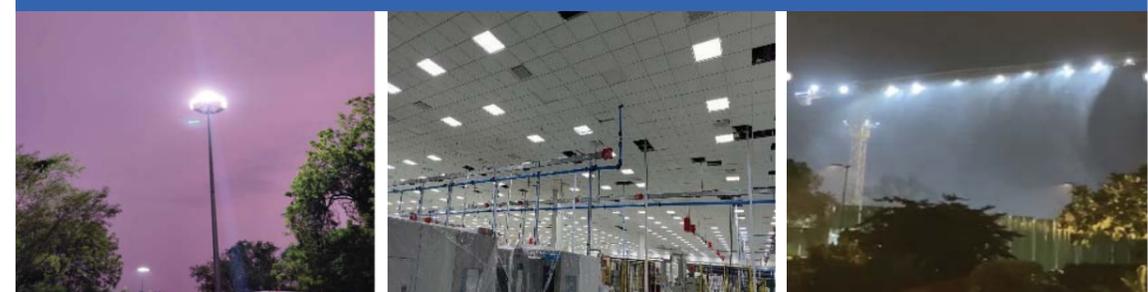


Installation of LEDs and Solar LEDs lighting

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 73% in FY 2020-21. We also installed over 4112 nos. Solar LED lights enabling us to reduce our energy consumption.

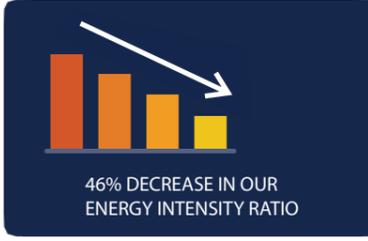
Use of LEDs and Solar LEDs



GRI 103-2 - Management approach 2016



We have been proactively taking steps towards installing energy efficient equipment within our processes. In FY 2020- 21, all of our tower cranes, material/ passenger hoists and gantry cranes had VFDs. The VFDs have controlled operating speed and acceleration, this resulted in the reduction of energy consumption thus also minimizing the emissions. Furthermore, 70% of our welding machines have been fitted with VRD reducing the maximum unloaded open circuit voltage across the output terminals of the welder to a safe voltage. We are using energy efficient equipments, complying with the latest emission standards for the vehicles. We have also installed In-Vehicle Monitoring System for our vehicles that uses GPS for monitoring working hours & diesel consumption.



Total non-renewable energy (HSD, LPG, Grid Electricity) consumption in GJ/ total Revenue from operations
 GRI302-3-Energy intensity
 GRI302-1-Energy consumption within the organization
 GRI 305-1- Direct (Scope1) GHG emissions

Energy Consumption	FY2018-19(GJ)	FY2019-20(GJ)	FY2020-21(GJ)
HSD	1,120,901	990,471	573,532
LPG	15,436	22,159	8,422
Grid Electricity	102,497	91,283	101,861
Total Renewable Energy Consumption (Solar Energy)	425	1,055	714
Emissions	FY 18-19 (tCo2e)	FY 19-20 (tCo2e)	FY 20-21 (tCo2e)
Scope 1	84,032	74,792	43,030
Scope 2	23,346	20,792	23,202
Scope 3	15,067	9,032	4,754
Total Emissions	122,446	104,617	70,986

Progressively, we have been investing in products, processes and technologies that promote sustainable growth – enhancing energy efficiency, developing low-carbon technologies for building infrastructure and increasing the green cover. Our energy conservation initiatives have also enabled us to reduce our energy consumption. Due to our dedicated efforts towards energy management, we have been able to control our energy consumption with a 46% decrease in our energy intensity ratio. There is a significant reduction in our Scope 3 emissions for the reporting period FY 2020-21 as we improved our performance by reducing indirect emission across the organisation.

Waste management

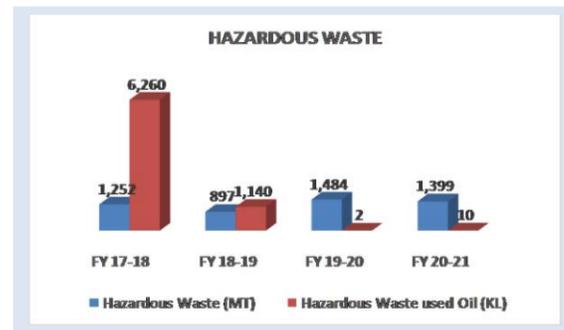
Waste management is a key aspect of our operations as it affects our license to operate and overall operational costs. We promote recycling across all our sites and have implemented

Type	FY 18-19	FY 19-20	FY 20-21
Non-Hazardous Waste (MT)	167,742	225,865	16,022
PVC Pipes (RMT)	187	40	-

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"> Reusing waste generated in other work / activity Landfill of C&D wastes have been reduced by disposing through Authorised recyclers vendors 	Awareness on conservation of natural resources

GRI305-2–Energy indirect (Scope 2) GHG emissions
 GRI305-3-Other indirect (Scope 3) GHG emissions (our Scope 3 emissions include employee travel at sites and offices, material transport.)
 GRI103-2-Management approach 2016
 GRI306-2-Waste by type and disposal method

several initiatives such 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. 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 2020-21. The sessions emphasized about adopting waste management practices at our sites.

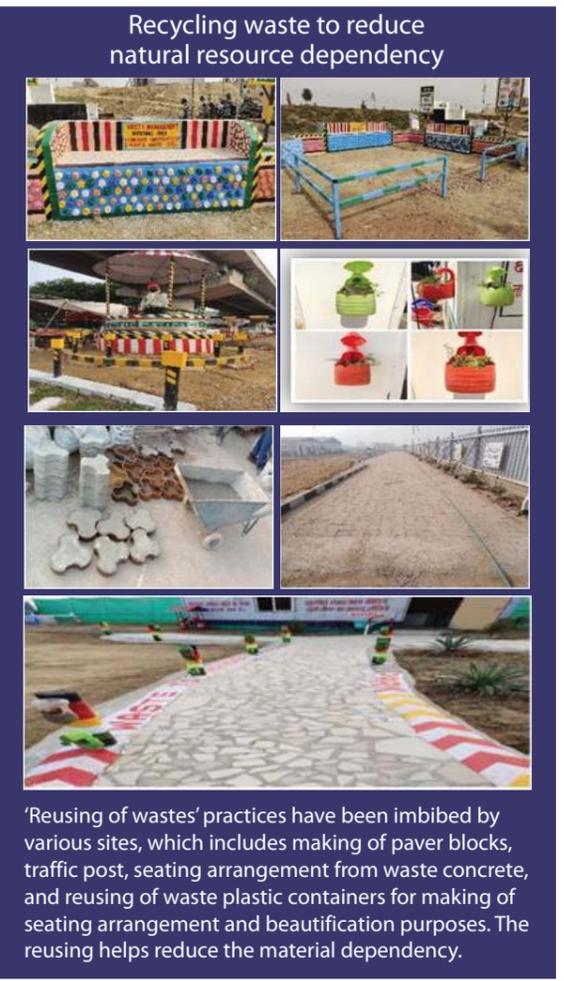


Water Management

We acknowledge the fact that water is a critical shared resource. To protect this valuable resource, we have undertaken initiatives to reduce, reuse, recycle and regenerate water in our operations to the maximum possible extent by reducing our dependency on freshwater. 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. In addition, we prevent water pollution through the strict management of the quality of waste water by operating the waste water purification

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"> Application of curing compounds. Using of Mist Guns, Smog guns 	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"> Setting up rain water harvesting systems at potential sites with rooftop rain water collection system which help off set our water requirement. Using of IoT enabled devices for effective water management 	<ul style="list-style-type: none"> Reuse of RO reject water to be used for flushing of urinals, curing of structure Improved monitoring systems for efficient water usage in our sites consume less freshwater during the construction. Using of Bio-blocks at urinals 	We are constantly working towards minimizing the fresh water consumption and are in the process of creating waste water-free processes for our project sites.

GRI 303-1 - Management approach 2018;
 GRI 303-2 - Management approach 2018,
 GRI 103-2 - Management approach 2016
 GRI 303-5 - Water consumption
 GRI 303-4 - Water discharge



'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.

facility and conducting constant water quality check for waste water generation at sites. Through the implementation of the seinitiatives, we aim to become 'water positive' in the coming years. Our total water recycled and reused has been estimated based on the water recycled through 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.

Source of water	Withdrawal in KL (FY 2017-18)	Withdrawal in KL (FY 2018-19)	Withdrawal in KL (FY 2019-20)	Withdrawal in KL (FY 2020-21)
Municipal Water for drinking		79,483	118,410	53,226
Municipal Water for construction	405,109	40,454	43,485	60,117
Tanker Water		1,830,193	1,643,545	1,700,383
Ground Water (bore well)	28,589,318	1,226,903	1,066,822	674,073
Surface Water (External-pond/river)	44,884	213,060	75,767	66,947
Purchased Drinking Water (RO water) - Third Party	56,657	65,482	38,948	48,766
Rainwater Utilized (water consumed from RWH facility)- Surface Water	21,680	44,310	7,193	1,717
Any Other	18,324	630	8,789	24,556

CASE STUDY

Recycling NATM Tunnel Seepage Water for TBM Tunneling Operations

Setting the Context: For tunneling 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.

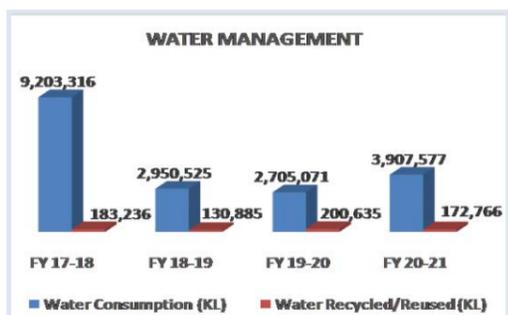
Stakeholders involved – GULERMAK - TPL PUNE METRO JV
The Intervention / Actions: To reduce capital expenditure for procuring water, the project team has found an environment-friendly solution; in turn, they put a sedimentation tank at the shaft bottom and collected the seepage water at one place with 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 tunneling 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 tunneling operations.



GRI 303-3 - Water withdrawal



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



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

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

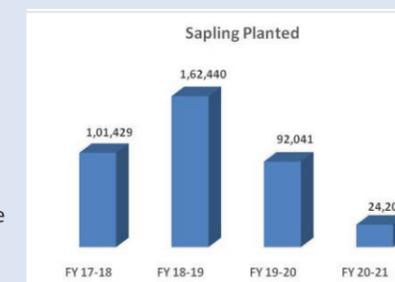
Fostering Ecology

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 sapling sand trees annually across our project sites.

With an aim to increase the overall green cover of our sites, we planted over 24,201 saplings during FY 2020-21. We have partnered with NGOs, gram panchayats, schools etc. in our endeavour to increase green cover on our planet.



Campaigning for Nature....

Tata Sustainability Month

The Tata Sustainability Month (TSM) is celebrated every year to reinforce the engagement of employees and other stakeholders in our sustainability Initiatives. TSM 2020 celebrated the theme of "Biodiversity and its SMART connections" that sustain and enrich life. Employees participated in month-long celebrations packed with various aspects of sustainability, biodiversity, knowledge on SMART connections, quiz competitions and pledges.

During TSM2020, Tata Sustainability Group released a coffee table book titled "The Web of Life" for insightful case studies carried out by Tata Group of Companies. TPL's initiative to promote afforestation through the Miyawaki technique was selected and published under the subject on "Creation of a Forest to Foster Biodiversity".

Dry and sub-humid lands, which include arid and semi-arid regions, grasslands, savannahs and Mediterranean landscapes, cover about 47% of the earth's terrestrial area. The main biodiversity challenges in such lands arise due to habitat conversion as well as poor soil and water management. Tata Projects' Medchal Plant in Hyderabad is located in a similar land zone. 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.

TSM 2020 Campaign Data



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

- Fosters dry & sub-humid land's biodiversity
- Ensures Green cover
- Improves air quality
- Reduces carbon footprint
- Recharges groundwater
- Reduces temperature inside the forest and in the surrounding areas



GRI 304-3 Habitats protected or restored

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 Initiative



Green Thumb Initiative

#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.



OUR APPROACH TO DEVELOPING AND LEVERAGING POTENTIAL

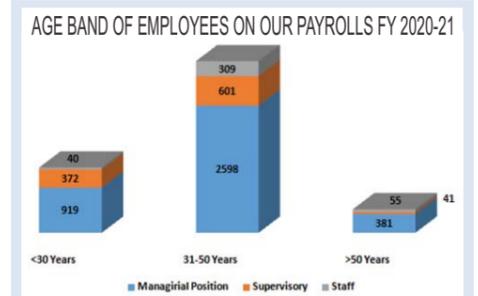
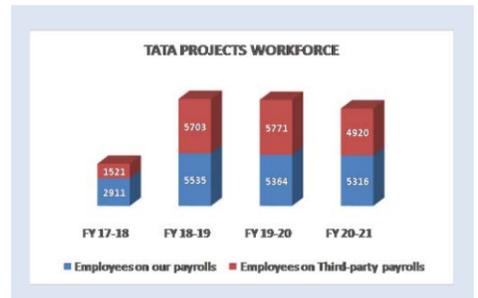


Our operations being labour intensive, it gives us the opportunity to play a key role in creating employment opportunities in the Indian economy. We always strive to enhance and strengthen our relationship with all our stakeholders, especially the employees, both on our payrolls and those on third party payrolls. Employees are one of the most valued stake holders 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 work place 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.

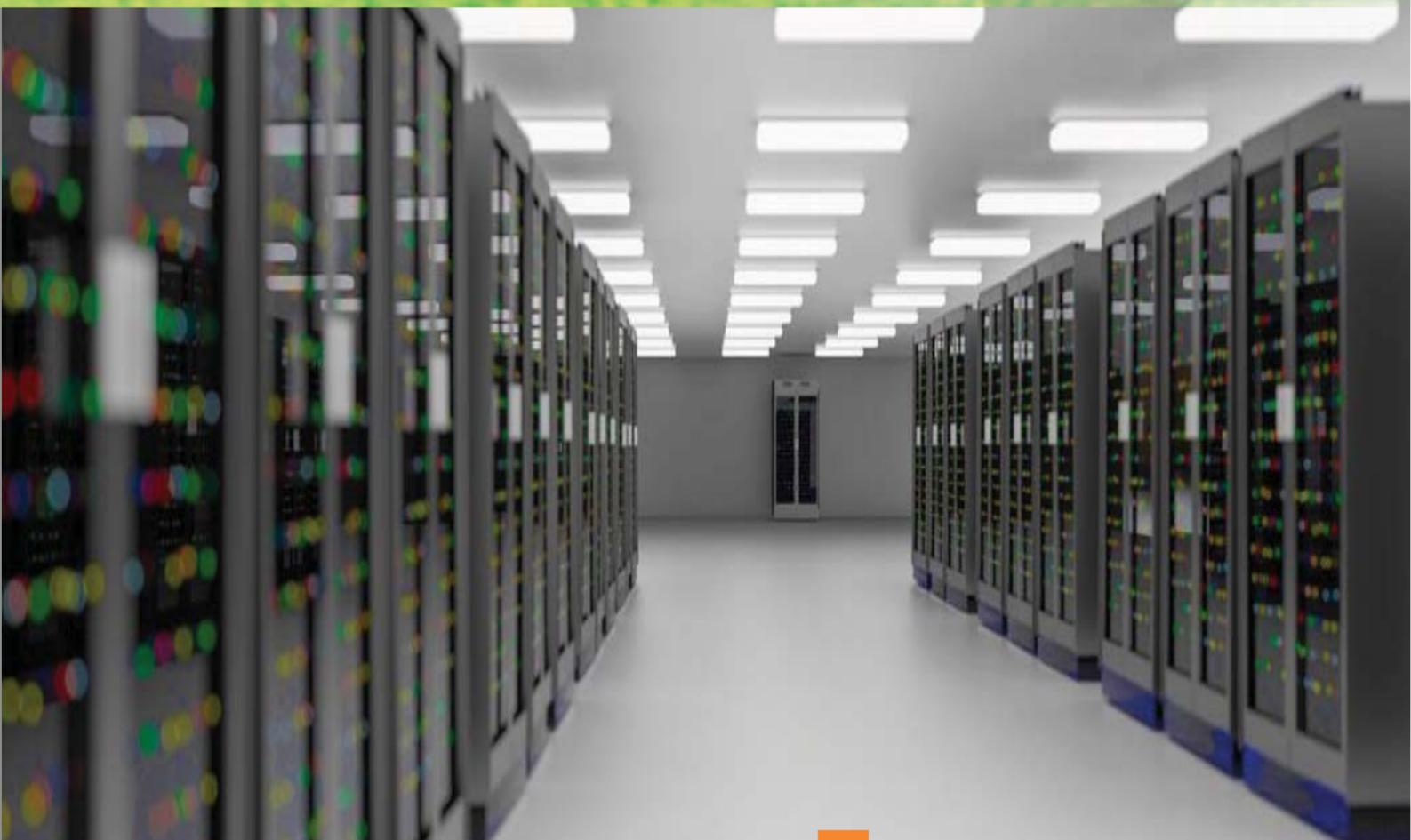
HR function plays a key role in attracting high quality talent, identifying and developing high potential employees, implementing employee friendly and progressive policies, leveraging digital technologies to connect and engage with employees and capability development for building a future ready organization. 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 work force of 10,236 employees, of which 5,316 were employees on our payrolls and 4,920 were employees on third party payrolls. We are an equal opportunity employer and have 313 women employees on-rolls.

OUR WOMEN EMPLOYEE STRENGTH HAS INCREASED FROM LAST YEAR



GRI 102-7 - Scale of the organization
GRI102-8- Information on employees and other workers



Occupational Health and Safety

Employee - caring thru' training & education

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 HSE 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 154.88 million safe man-hours worked, our safety practices have resulted in an injury rate of 0.045.



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.



GRI 403-1 - Occupational health and safety management system
 GRI 403-2 - Hazard identification, risk assessment, and incident investigation
 GRI 403-7 - Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

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 every one's safety and well-being. It involves leaders monitoring and spending time at site engaging with employees and contractors on how we can enhance our safety processes and observing at-risk activities. This leadership engagement also focuses on improving in-field verification of 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

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

Upgradation of HSE Management System

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

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 2020-21, we had 2 fatalities across our sites. Soil collapse & Fall from height were two causes for these fatalities. Our initiatives enabled us to achieve an Accident Severity Rate of 77.96 as

against target of 130 and Accident Frequency Rate of 0.045 against target of 0.085 for total of 154.88 million safe man-hours worked.

Few safety initiatives we have under taken across Tata Projects are:

- ✓ 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 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.

Steps undertaken towards prevention

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

GRI 403-3 - occupational health services
 GRI 403-5 - Worker training on occupational health and safety
 GRI 403-4 - Worker participation consultation and communication on occupational health and safety
 GRI 403-6 - Promotion of worker health

- ✓ 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.

Description	FY 2018-19	FY 2019-20	FY 2020-21
Total Safe Man-hours (in million)	192.64	169.66	154.72
Fatal Cases (in Numbers)	3	3	2
Lost Time Injury (in Numbers)	6	14	5
Medical Treatment Injury (in Numbers)	24	10	6
First-aid Cases (in Numbers)	4,711	3,187	2,107
Near Misses (in Numbers)	1,023	1,464	2,272
Lost days (in Numbers)	18,415	18,452	12,074

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

- Health check-up & blood donation camps.
- re-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

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 2020-21 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

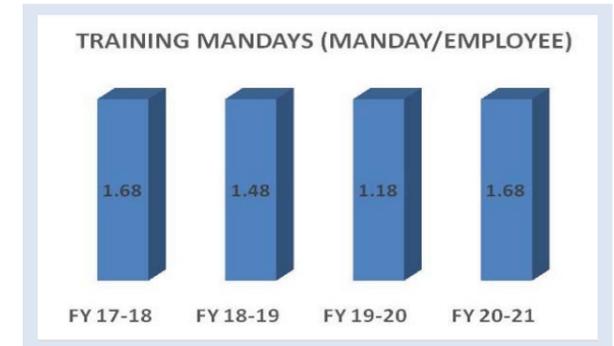
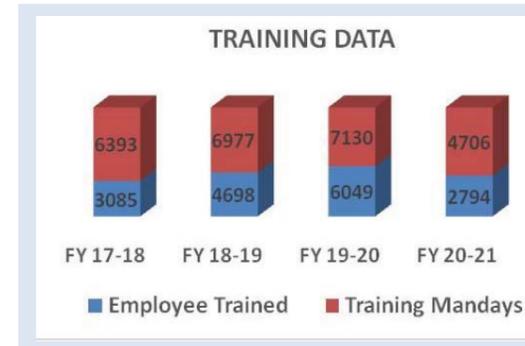
GRI 403-9 - Work-related injuries
GRI 103-2 - Management approach 2016

this has eliminated travel for employees without compromising quality of learning. Many open programs conducted during 2020-21 received good response from business.

Organizational Capability Building

To achieve our long-term business goals and plans, we aim to provide employees with adequate opportunities for professional growth and to strengthen capability at various levels, from timely project execution to organisational skills.

In line with this vision, various programmes have been introduced, such as construction project management, commercial and financial management, contract and claims management, global safety certification for all safety personnel and technological training on tools like Primavera, Candy, Wrench and BIM among many others. We identified great opportunities under digitalization and leveraged delivery models that helped us in improving overall learning experience across TPL. Year 2020-21 witnessed increased number of programs, higher participation and cost effective L&D delivery model for the whole organization.



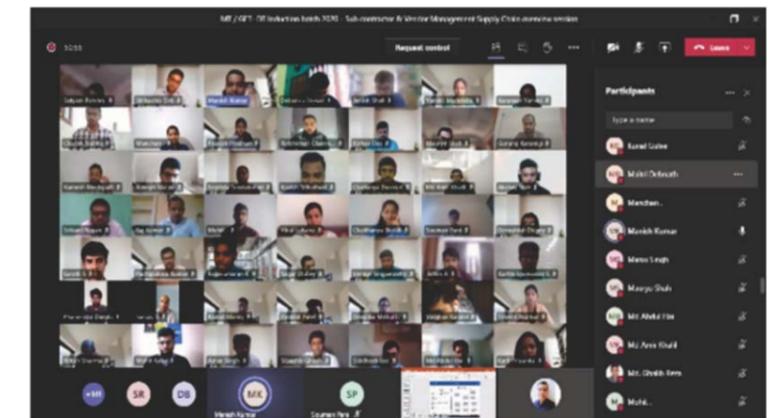
While number of training programs increased, non-value activities such as travel reduced leading to substantial reduction in costs and effective utilization of resources. With limited key personnel available at sites, our programs ensure that participants are away from work place only for minimum duration possible.

Our training programs are based on job description and are identified for each level. We provide a combination of on-the-job training, classroom training, and specialized skill development training under our in-house – "TPL Academy".

Our in-house faculty are experienced in developing effective learning programmes designing the technical and leadership training curricula.

L&D under Corporate HR continues to strengthen capability at organizational level from a long-term perspective. Construction Project Management (CPMDP), Contract and Claims Management, Safety programs, Delay Analysis, Primavera Hands On, Site Capability Building and Induction Programs delivered online and covered significant population of employees. As Registered Education Provider (REP) for PMI®, USA. Programs of TPL Academy also enable PMP® certified participants with Professional Development Unit (PDU) credits.

CPMDP is designed to equip our project teams with the right knowledge and skills in the domain of project management, CPMDP enables professional development and in turn



reinforces the foundation for TPL's Vision 2025 - To be amongst the Top 50 global infrastructure companies.

In addition to building technical competencies, it is our strong commitment that employees understand TPL's culture and AGILE approach. Corporate HR through L&D function delivers various behavioral sessions on conflict management, team building, TATA STORY and AGILE.

One of the key requirements on the soft skills side identified by business is communication and effective presentation. In March 2021, with the help of external consultant, we announced a programme called

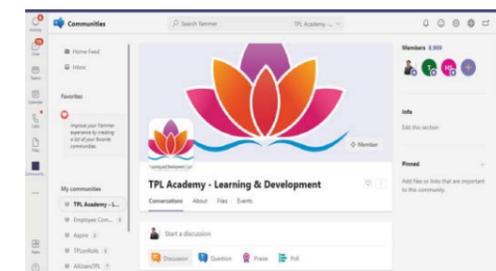
High Impact Executive Presence. This is a seven module program that focuses on helping participants understand their persona, appreciate their strength and present themselves more

confidently in front of their stakeholders.

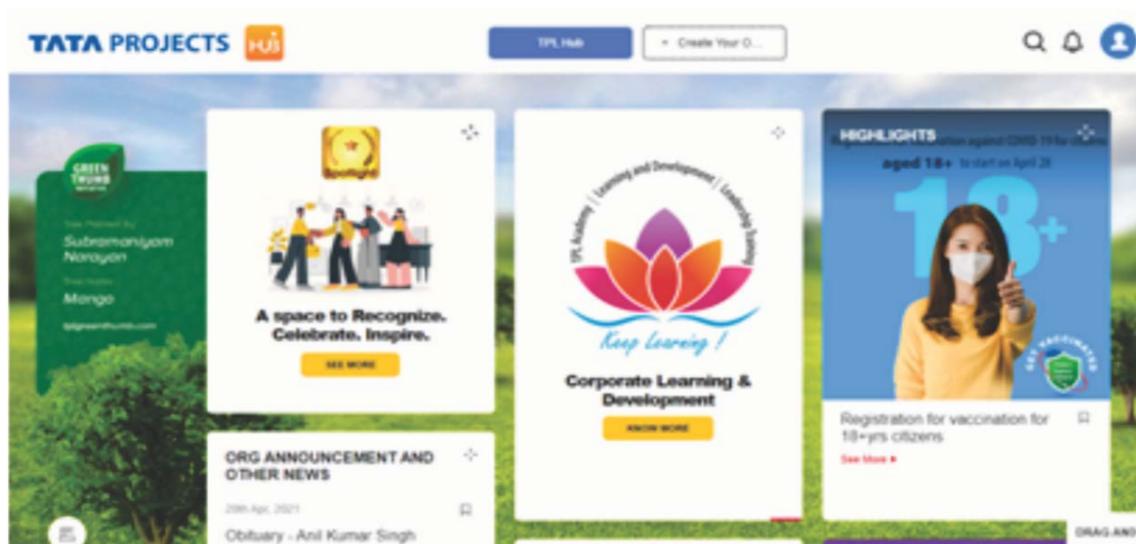
We focus on providing many open programs on topics of relevance to EPC business.

Full-fledged digital classroom is now set up in Mumbai & Hyderabad offices. Faculty can use the white board and deliver the session online. With Kaptivo camera mounted on the white board, images captured and mailed to participants for their reference, post session. With videos turned on, experience for both the faculty and participants are brought closer to classroom interaction.

More senior colleagues come forward to deliver and also attend sessions



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



and many experts from International Project Management community who are authorities in their field having a good reputation in industry invited to deliver webinars.

Topics focused on many themes relevant to EPC contractors including COVID-19 specific challenges how project sites at international locations are managing the uncertainties.

LMS on Hub & Yammer

L&D LMS on Hub launched in the last week of March, 2021 and test runs conducted. 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 & Employee Engagement

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 seamless 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.

Talent Acquisition and Retention

We have been creating a large and diverse talent pool of Engineering and Diploma graduates by inducting trainees from premier campuses into Tata Projects every year & there has no exception in FY 2020-21 also. We continue to invest in developing these graduates every year through combination of site based on the job training and class-room 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:

1. Early identification and development of future leaders with a focus young talent in the Under-30 and Under-40 categories
2. 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

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

Leadership Dev.	Behavioural/ Compliance	Proj. Mgmt.	SAFETY	Fresher Induction
L1/L2/L3	Tata Story	Construction Project Management Development Program (CPMDP)	IBOEHs	Executive Trainee
Youth Leadership Development Program (YLDP)	Tata Code of Conduct (TCOC)	Primavera	IOSH	Management Trainee
Senior Leadership Development Program (SLDP)	AGILE	Candy		Graduate Engineers
Executive Leadership Development Program (ELDP)	Soft skills	ERP		Diploma Engineers
	Presentation	FIDIC		PGET
	Communication	Contract & Claims		
	Conflict Management & Other External Nominations	RISK & Insurance Delay Analysis & Claims Management Subcontractor Management		

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 2020-21, a total of 535 new employees joined our organization, comprising 485 males and 50 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 2020-21, 2794 employees attended 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.



Total Employee (On Rolls) New hires in FY 2020-21								
Employee category	UoM	As on 31.03.2021						
		<30 years	31-50 years	>50 years	Male	Female	Local	Non-local
Senior Management	Nos	0	10	8	17	1	18	0
Middle Management	Nos	4	11	83	94	4	96	2
Junior Management	Nos	245	0	125	332	38	369	1
Supervisory	Nos	31	0	13	37	7	44	0
Technical Staff	Nos	4	0	1	5	0	0	5
Total	Nos	284	21	230	485	50	527	8

Total TPL employees as on 31.03.2021								
Employee category	UoM	As on 31.03.2021						
		<30 years	31-50 years	>50 years	Male	Female	Local	Non-local
Top Management	Nos.	0	3	7	10	0	10	0
Senior Management	Nos.	0	59	115	166	8	174	0
Middle Management	Nos.	5	818	167	959	31	960	30
Junior Management	Nos.	914	1718	92	2502	222	2671	53
Supervisory	Nos.	372	601	41	964	50	984	30
Non Technical Staff	Nos.	3	49	22	72	2	67	7
Technical Staff	Nos.	37	260	33	330	0	247	83
Total	Nos.	1331	3508	477	5003	313	5113	203

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 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 simplified to meet the compliance requirements of the New Wage Code. A Flexible Allowance structure has been introduced which allows employees to choose from a bouquet of tax friendly pay components that can help them save tax. Our on-roll employees enjoy the following benefits during their association with us:

- Health Insurance Scheme
- Group Term Life and Group Personal Accident insurance coverage
- Flexi-allowance program and National Pension Scheme

- Periodic Medical Check facility for employees above 25 years of age

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.

Zero tolerance to discrimination

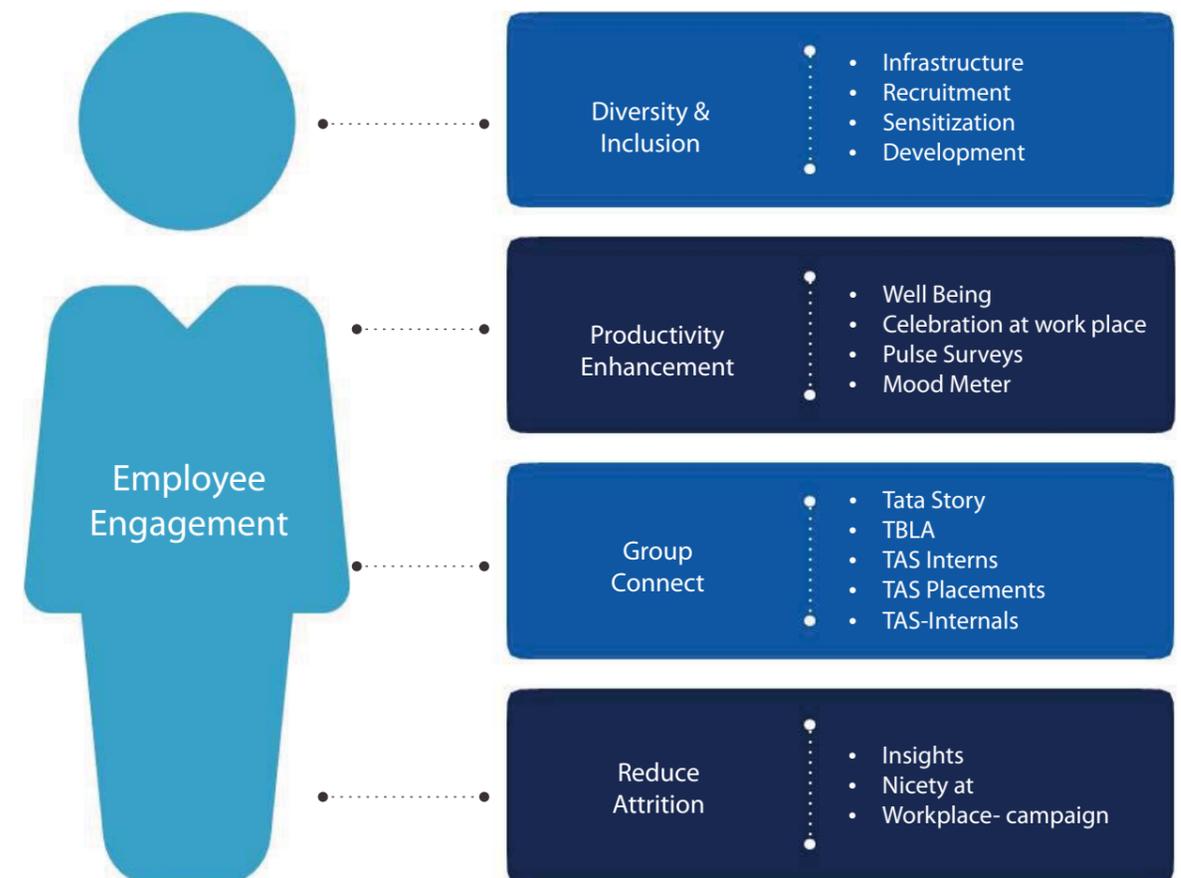
As a responsible employer, we are committed to fair labour practices and are in compliance with all applicable laws. We follow a zero-tolerance approach on the issues of employee discrimination, bonded labour, child labour, corruption and unethical conduct. We strictly enforce age verification of employees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

TPL employs more than 40,000 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, our 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 to provide food kits in Odisha, Bihar and Telangana covering 14,737 migrant labourers, daily wage earners and community in distress.

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



GRI 404-1 - Average hours of training per year per employee
 GRI 103-2 - Management approach 2016
 GRI 102-41 - Collective bargaining agreements

women at our project sites as per the scheme initiated by Gol & AICTE in 2013 with an aim to address the shortage of skilled labours in construction industries by producing skilled work force.

Diversity and Inclusivity

TPL's consistent focus on diversity and inclusion has led to significant increase in the ratio of female employees over the last three years, and women employees now represent 5.9% of the total workforce. As part of our Diversity & Inclusion efforts, a gender diversity framework was launched based on four pillars:

- 1) Diversity in Recruitment
- 2) Gender sensitive culture
- 3) Enabling Infrastructure and
- 4) Women-toring.

Adopting this framework, TPL is focusing on enhancing gender diversity by providing better infrastructure, focusing on hiring more women candidates, development and retention of high-quality talent and building a gender-sensitive culture. The organisation's Human Resource policy framework includes maternity leave policy, crèche facility and flexible work timings helps women employees establish work-life balance. The performance assessment process has been revised to support returning mothers. Besides this, TPL has also introduced mentorship programmes for women employees in association with Tata Sons for their holistic development.

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 2020-21, there have been no significant fines or non-monetary sanctions or cases of non-compliance pertaining to human rights or labor practices.

CREATING A POSITIVE CHANGE



Creating Positive Change



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

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 and support our contribution to the United Nations' Sustainable Development Goals.

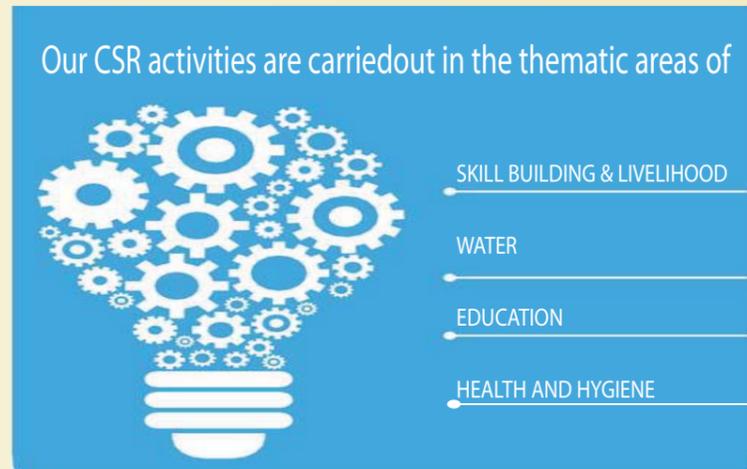
In the year 2020-21, our CSR strategy was revisited to align itself to the evolving CSR norms and requirements. We consolidated its

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. For us, community care is not just complying with the mandated Corporate Social Responsibility (CSR) rules but is about creating an ecosystem with synergistic opportunities.

Our initiatives are focused on delivering long-term positive value for our communities, including addressing social problems and build a forum for sustainable development. Expanding the benefits, we bring through community development, focused on local capacity building,

and strategic corporate focused initiatives targeting improved access to education and the employability of people from local communities. TPL employees have always been quick to support the community. In 2021, we volunteered more than 3390+ hours and total 25,994 lives were impacted through our various CSR initiatives.

This 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 focuses on four areas of development 1) Education 2) Water 3) Skill Building and Livelihood and 4) Health and Hygiene in this reporting year. The company's board approved the revised CSR policy which incorporates these changes along with the approach and direction in line with the new CSR rules and amendments.



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. Samir Kumar Barua	Independent Director and Member
3	Mr. Vinayak K Deshpande	Managing Director and Member

*On March 25, 2021, Mr Sanjay Bhandarkar – Independent Director and Member replaced Mr. S K Barua who was Independent Director and Member until then.

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

In addition to these activities, TPCDT also manages relief operations for people affected by natural calamities in partnership with public and private institutions and also provided safe drinking water for the disaster affected community through mobile RO units in partnership with Tata Trust.

The CSR obligation for FY 2020-21 was INR 5.77 crore and the unspent amount of FY 2019-20 was INR 2.52 crore, out of which a total CSR amount of INR 5.85 crore was spent in FY 2020-21. The balance unspent amount of INR 2.44 crore was carried forward to FY 2021-22 towards the ongoing CSR projects expenditure in subsequent years as applicable.

We collaborate with Government Institutes, NGOs and other stakeholders to help strengthen our efforts. While we empower the community by providing the right skills, knowledge and tools, they inturn become an external support system for our business and to the community. We

GRI 103-2 - Management approach 2016

have adopted a well-established CSR policy as per the schedule VII of the Companies Act 2013 and implemented our activities through the Tata Projects Community Development Trust (TPCDT). The website of the company for getting more information through the web links below:

<https://www.tataproyects.com/touching-lives>

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

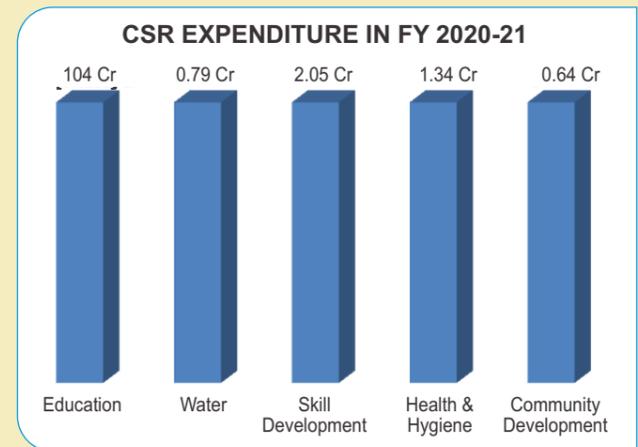
This year also marked the transition period in the operating model for CSR. TPL has decided to work as a funding organisation and engage with implementing partners working in these four focus areas with relevant expertise and experience. The CSR arm of Tata Projects Community Development Trust (TPCDT) partnered with reputed organisations for implementing CSR projects. On the basis of well-defined criteria, reputed and well-established developmental organisations were identified, 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 in such critical times.

Social Contribution Strategy

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

Going forward, FY 2021-22 onwards, Tata Projects CSR would directly engage with the implementing partners and continue to monitor the projects deliverables periodically. Impact assessment through independent agency would also be undertaken by the company as applicable in the next year.

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



VISION
To touch the lives of the underprivileged 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

FOCUS AREA	GOAL	OUTPUT	IMPACT
Education	Quality education to under privileged children	<ul style="list-style-type: none"> Promote school-based education through main streaming adolescent children Improvement in school infra structure 4800 students impacted through multiple interventions 	<ul style="list-style-type: none"> Higher attendance Improved teaching and learning practices Help in building confidence levels in students
Health & Hygiene	Strengthening of maternal & child health care facilities to underprivileged	<ul style="list-style-type: none"> Provide health facilities thru' integrated maternal & child health project Community awareness on good hygiene and sanitation practices within 529 community members 	<ul style="list-style-type: none"> Improvement of maternal & child health care
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"> Skilled manpower Income growth and improved standard of living Availability of skilled manpower to Tata Projects and other industries nearby 1007 candidates benefited through skilling and linkage interventions 	<ul style="list-style-type: none"> Increase in the livelihood of the candidate Improved living conditions and change in the social status Skilled man power available locally Trigger in the local economy
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"> 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 Distribution of 500 portable water wheels which was used to fetch water from distant sources and helped reduce cycle time by 5X Access to drinking water Meeting the community water needs in sustainable and equitable manner 2632 community members were benefited by the water programme 	<ul style="list-style-type: none"> Improvement in economic conditions of individuals and their families and communities Increase in farm land with irrigation facilities. Productivity of the farm land is increased
Community Development	Relief to migrant workers, daily wage earners & community members	<ul style="list-style-type: none"> Provide food kits to men in distress in the locality Augmentation of Govt. hospitals for strengthening of health care facilities Providing state of the art health equipment to treat Covid-19 patients 14737 nos. migrant labourers, daily wage earners and 2289 nos. community members were benefited. 	<ul style="list-style-type: none"> Provide food during the Covid lock down period to the migrant labourers, daily wage earners and community in distress' Helping Government by providing Covid care facilities

Our Social contribution story

AFFIRMATIVE ACTION



The Tata Groups inception has actively promoted community development initiatives and it strives to ensure opportunities including the Dalits and Tribals. In line with the same, we launched the Affirmative Action (AA) plan through our programmes 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.

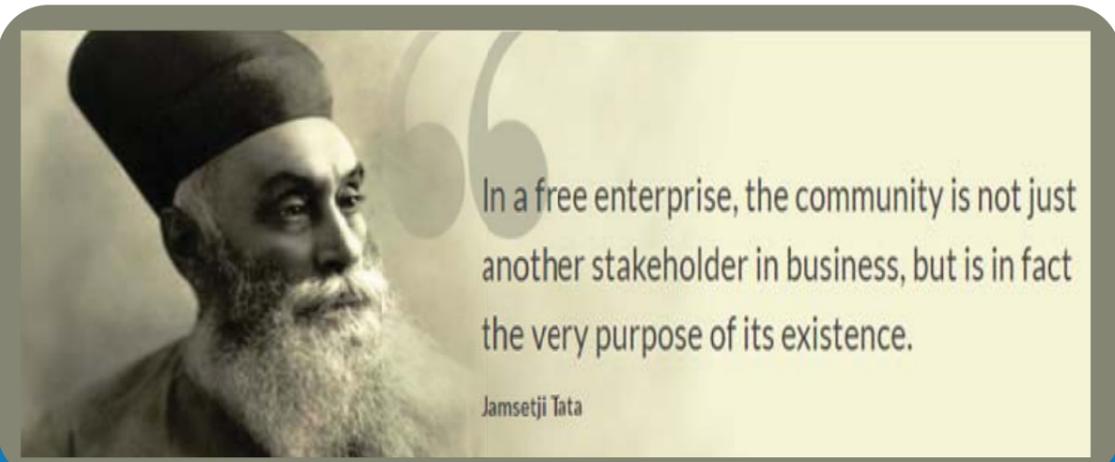
The objective is to support projects that deliver sustainable impact for marginalised communities with focus on Affirmative Action. The AA strategy is aligned and integrated with the business strategy of the Company.

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 229 volunteers contributing 3390+ hours to support local communities.

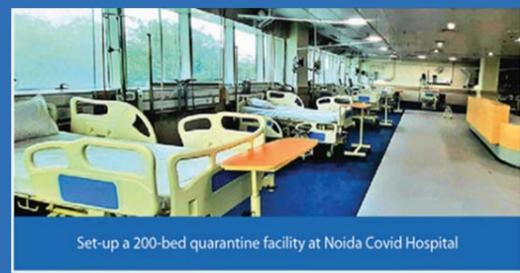
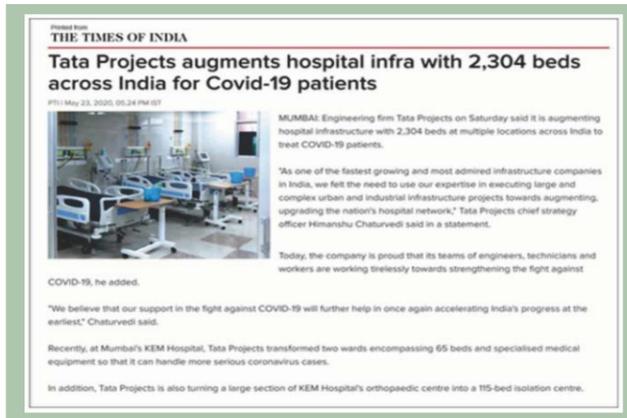


For over 150 years, Tata group have been serving the communities in which we operate. Community is pivotal to the Tata mission and is at the heart of everything we do, how we think and who we are.



Standing with the Nation in the support to fight against Covid

Demonstrating its courage time and again, TPL has been trying to contribute, in many ways to cope up with the pandemic. The most important contribution has been to augment healthcare infrastructures of various state governments. Tata Projects has augmented hospital infrastructures with 2,304 beds at multiple locations across India to treat Covid-19 patients. In spite, TPL has also helped to turn various hospital wards to isolation



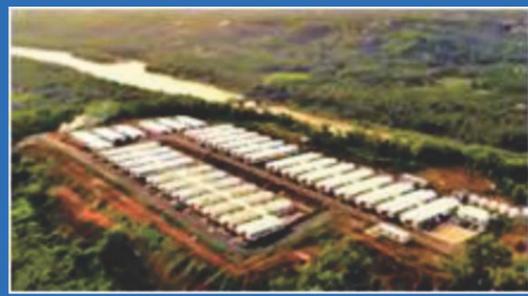
Set-up a 200-bed quarantine facility at Noida Covid Hospital

centre. These contributions has been appreciated by several online & offline medias.

Tata Projects has been contributing in its own way to fight against Covid by refurbishing & remodelling of Noida Covid Hospital, which has been funded by Tata Trusts + Bill & Melinda Gates Foundation.

The Tata Group built and handed over the 551-bedded Covid hospital in Kasaragod District to the state

government of Kerala. This 81,000 Sq. Ft. hospital was built over 5.5 acres at a cost of Rs. 60 crores and it was built in five months using prefabricated shipping containers. This is said to be India's first hospital built from scratch to exclusively treat Covid patients.



Other than building & turning Covid hospitals, Tata Group has also Installed 500 LPM Oxygen (O₂) plant at Railway Central hospital at Delhi.

Besides, our dedicated site teams have volunteered by conducting Covid awareness programs in the local communities, sanitizing schools prior to their reopening, organizing medical check-up, eye check-up, blood donation camps for the benefit of society.



Change for the better

Education

The holistic education project was initiated to promote school-based education through mainstreaming adolescent children, providing academic support and career awareness sessions. TPCDT has partnered with Magic Bus foundation in the states of Andhra Pradesh, Telangana, Maharashtra and Odisha for this initiative covering 4800 students. Besides this, the company also supported schools through science and computer lab upgradation, drinking water facilities based on local needs around our project sites.



Health & Hygiene

The Integrated Maternal and Child Health Project was undertaken in collaboration with Care India to strengthen the health facilities and build awareness at community level for improved maternal and child health care in the states of Odisha and Telangana state covering 529 community members in the year.



Skill Building & Livelihood

The Sustainable Livelihood Project was initiated with Magic Bus foundation on farm and non-farm-based skills in the states of Andhra Pradesh, Telangana, Maharashtra and Odisha covering 637 community members in the year. The objective was to enhance the skills and link community to various livelihood opportunities/ Government schemes for sustainable income levels amidst Covid challenges. In addition, TPCDT partnered with CREDAI CSR foundation and undertook skilling targeting the youth covering the states of Maharashtra, Odisha, Telangana and Delhi. 370 youth were skilled in the areas of bar bending, shuttering carpentry and masonry.



Water

Water and climate change adaptation project 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. TPCDT has partnered with Watershed Organization Trust (WOTR) in the state of Maharashtra and rolled out the initiatives to support 2632 community members. The entry point activities included distribution of 500 potable water wheels which was used to fetch water and helped reduce the drudgery of women from carrying water from source point. Each water wheel has capacity to carry 45 litres and helped reduce cycle time by 5X.



CASE STUDY

Organic Farming



Vishnu Bappu Sable from Tintraj village, Dist: Osmanabad Maharashtra was a traditional farmer. Under the Watershed project which is supported by TPL in Tintraj village, the WOTR (NGO) team organized exposure visit to an organic farm, where Vishnu also participated. He learnt some farmers are cultivating onion organically. It convinced him and hence decided to try organic farming in his 1 acre of land with no chemical fertilizer, chemical pesticides and

and most importantly in the draught prone village of Tintraj, the water consumption reduced.

Vishnu with profound happiness exclaims, "I thank WOTR team for promoting such interventions that has helped in overall development of my agriculture and land."

"Some of the farmers from my village were impressed by this farming and have decided to adopt this farming. Today, I am glad that I could become an ambassador of change for other farmers to initiate organic farming in my village, which will not only lead to an increase in income in this COVID pandemic, it will also ensure soil and water conservation and better health for all."



insecticides, instead use only Jeevamrit as fertilizer and Dashparni ark Neem Ark and Amrutpani as substitute to chemicals.

The results were astonishing as the growth of the crop was commendable with no disease or pest infestation. Organic farming practices had been a boon in all aspects as the input cost reduced, soil and crop quality improved, the income increased



S.No	Details for the Year 2020 -2021	
1	Input cost of fertilizers and pesticides	Rs. 1,200.00
2	Total onion produced	7,600 kgs
3	Total income	2,85,000.00
4	Difference in sales price against conventional method of farming	Sales prices increased by Rs. 8 per kg
5	Total increase in income against the conventional method	Rs. 60,800



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

GRI CONTENT INDEX

GRI content index is clearly presented and the references for all disclosures included align with the appropriate sections in the body of the report.

GRI Standard	Disclosure	Reference/ Page Number/ Direct Answer	Omissions
GRI 101: foundation 2016 (GRI 101 does not include any disclosures)			
General Disclosures			
organizational profile			
	102-1 Name of the organization	13	
	102-2 Activities, brands, products, and services	13	
	102-3 Location of headquarters	13,50	
	102-4 Locations of operations	13	
	102-5 Ownership and legal form	13	
	102-6 Markets served	13	
	102-7 Scale of the organization	13,63	
	102-8 Information on employees and other workers	63	
	102-9 Supply Chain	50	
	102-10 Significant changes to the organization and its supply chain	50,51	
	102-11 Precautionary Principle or approach	32,33	
	102-12 External initiatives	50,51	
	102-13 Membership of associations	13	
Strategy			
	102-14 Statement from senior decision-maker Ethics and Integrity	9	
	102-16 Values, principles, standards, and norms of behavior	16	
Governance			
GRI 102: General disclosures 2016	102-18 Governance Structure	31	
Stakeholder Engagement			
	102-40 List of stakeholder groups	36	
	102-41 Collective bargaining agreements	70,72	
	102-42 Identifying and selecting stakeholders	36	
	102-43 Approach to stakeholder engagement	36	
	102-44 Key topics and concerns raised	36,40	
Reporting practice			
	102-45 Entities included in the consolidated financial statements	5	
	102-46 Defining report content and topic boundaries	5	
	102-47 List of material topics	40	
	102-48 Restatements of information	Omission	
	102-49 Changes in reporting	5	
	102-50 Reporting period	4,5	
	102-51 Date of most recent report	5	
	102-52 Reporting cycle	4	
	102-53 Contact point for questions regarding the report	5	
	102-54 Claims of reporting in accordance with the GRI Standards	4	
	102-55 GRI content index	83	
	102-56 External assurance	Omission	

GRI 102-55 GRI Content Index

Material Topics

Economic performance

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41, 42	
GRI 201: Economic performance 2016	103-2 The management approach & its components	31,44,52,55,56,57, 66,68,70,72,74	
	103-3 Evaluation of the management approach	Omission	
	201-1 Direct economic value generated and distributed	44	

Risk management and sound governance

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
GRI 205: Anti-corruption 2016	103-2 The management approach & its components	31,44,52,55,56,57, 66,68,70, 72,74	
	103-3 Evaluation of the management approach	Omission	
	205-3 Confirmed incidents of corruption and actions taken	34	

Material management

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
GRI 205: Anti-corruption 2016	103-2 The management approach & its components	31,44,52,55,56, 57,66,68,70,72,74	
	103-3 Evaluation of the management approach	Omission	
	301-1 Materials used by weight or volume	53	

Energy management

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
GRI 302: Energy 2016	103-2 The management approach & its components	31,44,52,55,56,57, 66,68,70, 72,74	
	103-3 Evaluation of the management approach	Omission	
	302-1 Energy consumption within the organization	56	

Water management

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
GRI 303: Water & effluents 2018	103-2 The management approach & its components	31,44,52,55,56,57, 66,68,70, 72,74	
	103-3 Evaluation of the management approach	Omission	
	306-2 Waste by type and disposal method	56	

Labor availability

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
GRI 401: Employment 2016	103-2 The management approach & its components	31,44,52,55,56,57, 66,68,70,72,74	
	103-3 Evaluation of the management approach	Omission	
	401-1 New employee hires and employee turnover	70	

Health and safety

GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
	103-2 The management approach & its components	31,44,52,55,56,57, 66,68,70,72,74	
	103-3 Evaluation of the management approach	Omission	
GRI 403: Occupational health and safety 2018	403-1 Occupational Health and Safety management system	64	
	403-2 Hazard identification, risk assessment, and incident investigation	64	
	403-3 Occupational health services	65	
	403-4 Worker participation, consultation, and communication Occupational on occupational health and safety	65	
	403-5 Worker training on occupational health and safety	65	

ABBREVIATIONS

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

Material Topics

	403-6 Promotion of worker health	65	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	64	Information Unavailable Due to the nature of project and continuous rotation of workers, we are unable to segregate number of hours worked by our contract workers. We are in the process of establishing site specific working hours record management for contract workers. This information will be made available by FY 2023.
	403-9 Work-related injuries		
Employee training and development			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
	103-2 The management approach & its components	31,44,52,55,56,57,66,68,70,72,74	
	103-3 Evaluation of the management approach	Omission	
GRI 404: Training and education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	69	
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GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
	103-2 The management approach & its components	31,44,52,55,56,57,66,68,70, 72,74	
	103-3 Evaluation of the management approach	Omission	
Relationship with community			
GRI 103: Management approach 2016	103-1 Explanation of the material topic and its boundary	41,42	
	103-2 The management approach & its components	31,44,52,55,56,57,66,68,70, 72,74	
GRI 413: Local impact assessments, & development programs communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	75	

BUSINESS RESPONSIBILITY REPORTING MAPPING

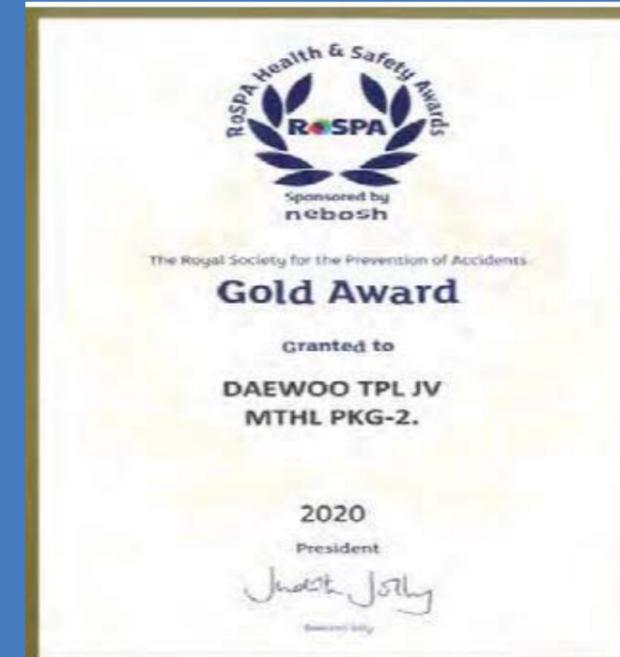
PRINCIPLE	CHAPTER	PAGE No.
Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability	Corporate Governance	30 - 34
Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Building Future with Ecological Sustainability	49 - 61
Principle 3: Businesses should promote the well being of all employees	OUR APPROACH TO DEVELOPING AND LEVERAGING POTENTIAL	62 - 72
Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized	Stakeholder Inclusiveness	35 - 36
Principle 5: Businesses should respect and promote human rights	OUR APPROACH TO DEVELOPING AND LEVERAGING POTENTIAL	62 - 72
Principle 6: Business should respect, protect, and make efforts to restore the environment	Building Future with Ecological Sustainability	49 - 61
Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner	Sustainability.....Tata projects	23 - 29
Principle 8: Businesses should support inclusive growth and equitable development	Creating a Positive Change	73 - 81
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	18 - 21

3D	Three-dimensional	NATM	New Austrian Tunneling Method
ABAC	Anti Bribery Anti Corruption	NBCC	National Buildings Construction Corporation Limited
AICTE	All India Council for Technical Education		
APEX	Advanced Performance Experimental X	NCAP	National Clean Air Program
B2B	Business-to-business	NCR	North Central Region
BNHS	Bombay Natural History Society	Nos.	Numbers
BoD	Board of Directors	NR	Northern Region
BPCL	Bharat Petroleum Corporation Limited	NRC	Nomination & Remuneration Committee
BS	Bharat Stage		
Cft.	Cubic Feet	OH&S	Occupational Health & Safety
CO2	Carbon Di-oxide		
CPCB	Central Pollution Control Board	P&M	Plant & Machinery
CPMDP	Construction Project Management Development Program	PAT	Profit After Tax
Cr.	Crore	PC	Polycarboxylate
CREDAI	The Confederation of Real Estate Developers' Associations of India	PDU	Professional Development Unit
CRZ	Coastal Regulation Zones	PGCIL	Power Grid Corporation of India Limited
Cum	Cubic-metre	PO	Purchase Order
EMS	Environment Management System	PP	Polypropylene
EPM	Enterprise performance management	PPC	Portland Pozzolana Cement
EPS	Earnings per Share	PUC	Pollution Under Control
ERP	Enterprise Resource Planning	QMS	Quality Management System
EVA	Economic Value Added	QR	Quick Response
FGD	Flue Gas Desulfurizer	QSS	Quality, Safety & Sustainability
FIDIC	International Federation of Consulting Engineers	R&D	Research & Development
GDP	Gross Domestic Product	RCM	Resident Construction Manager
Gol	Government of India	REP	Registered Education Provider
GPS	Global Positioning System	RFQ	Request for Quotation
GW	Gigawatt	RMT	Running Meter
HSE	Health, Safety & Environment	ROCE	Return on Capital Employed
IBOEHs	International Board of Environmental Health and Safety	ROW	Right Of Way
IDP	Individual Development Plan	SLT	Senior Leadership Team
IIT	Indian Institute of Technology	SMS	Short Message Service
IMS	Integrated Management System	SO	Safety Officer
INR	Indian Rupee	SO2	Sulfur Di-oxide
IOSH	Institution of Occupational Safety and Health	SPOC	Single point of Contact
ISRO	Indian Space Research Organisation	Sq.M / SqMtr	Square Metre
ITC	India Tobacco Company Limited	SSGIPL	S&S Infratech Private Limited
IVMS	In Vehicle Monitoring System	ST	Scheduled Tribe
J&K	Jammu & Kashmir	STPP	Super Thermal Power Plant
JV	Joint Venture	T&D	Transmission & Distribution
kg	Kilogram	TBEM	Tata Business Excellence Management
KM.	Kilometer	TBM	Tunnel Boring Machine
KPI	Key Performance Indicator	tCO2e	tonnes of carbon dioxide equivalent
KV	Kilovolt	Tech.	Technology
LBE	Leadership of Business Ethics	TMU	Tower Manufacturing Unit
LMS	Learning Module System	TPP	Thermal Power Plant
LNG	Liquefied Natural Gas	TPS	Thermal Power Station
LPM	Litres Per Minute	TQ	Total Quality
MLD	Million Litre per Day	TRIM	TPL's Remote Interface Module
MMRC	Mumbai Metro Rail Corporation	UN	United Nations
Mn	Million	UoM	Unit of Measurement
MOEF	Ministry of Environment & Forest	US	Utility Services
MoEFCC	Ministry of Environment, Forest and Climate Change	VRD	Voltage Reduction Device
MS	Microsoft	WATCO	Water Corporation of Odisha Limited
M-sand	Manufactured Sand	WOTR	Watershed Organization Trust
MTHL	Mumbai Trans Harbour Link	WTP	Water Treatment Plant
MW	Megawatt	ZBB	Zero-based Budgeting
		ZeTo	Zero tolerance

Awards & Accolades

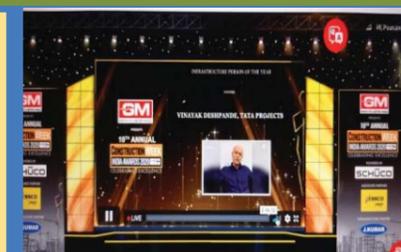


Tata Projects recognised as the Best Infrastructure Brand 2020-21 by The Economic Times



We are happy to share that Mr. Vinayak Deshpande, Managing Director -Tata Projects, has been conferred with 'Infrastructure Person of the Year 2020' award by 'Construction Week' / ITP Media - Grand Jury at their award function.

Mr. Vinayak Deshpande (MD-Tata Projects) had given his speech on 'Regaining Growth: From Crisis to Opportunities' in a panel discussion organised by CII Western Region



TATA PROJECTS
Simplify.Create

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