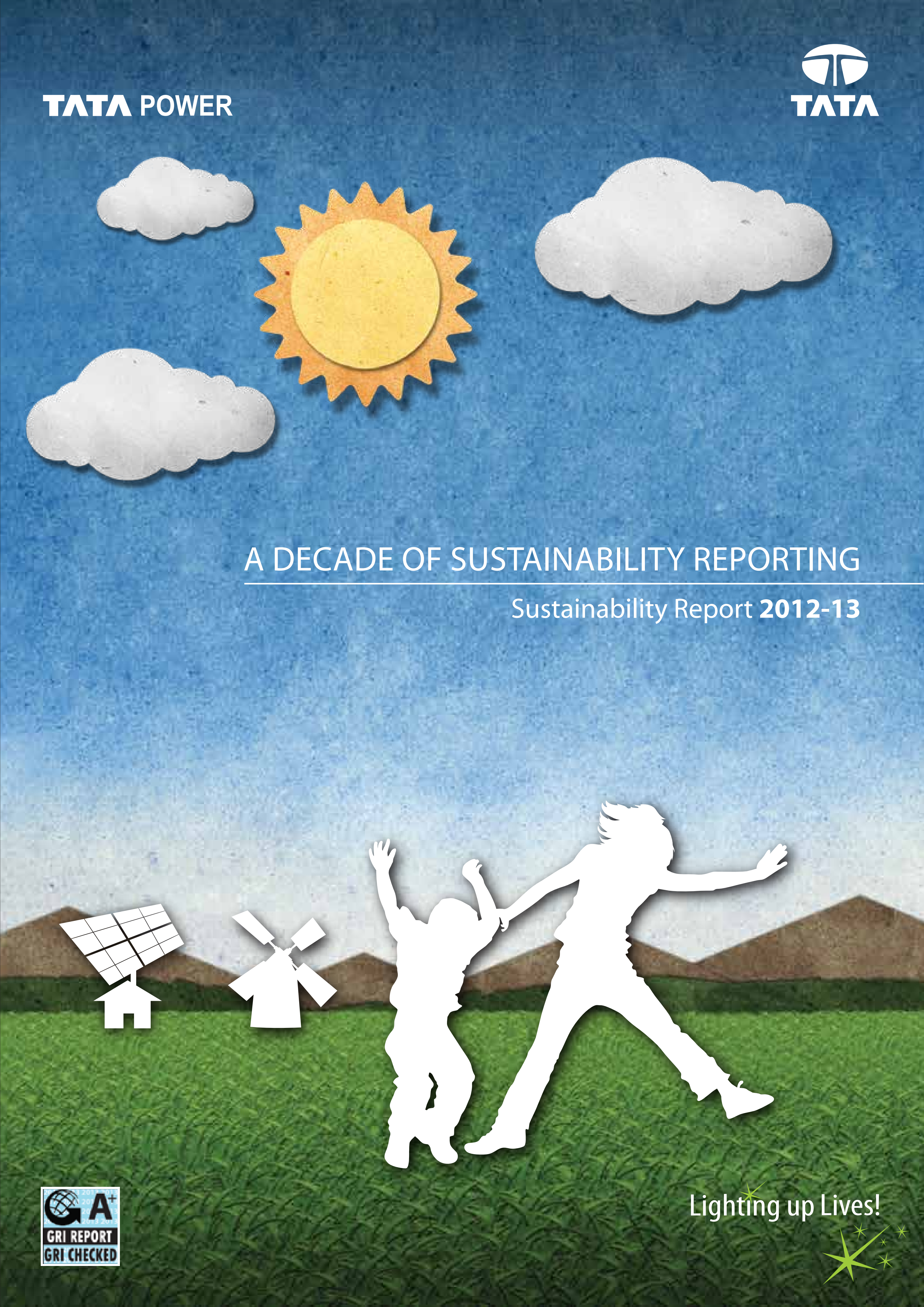
TATA POWER

TATA

A DECADE OF SUSTAINABILITY REPORTING

Sustainability Report **2012-13**



GRI REPORT
GRI CHECKED

Lighting up Lives!

TATA POWER

Leadership with Care for

- Environment
- Shareholders
- Customers
- Community
- People
- Employees
- Partners
- Suppliers

Lighting up Lives....... Sustainably!

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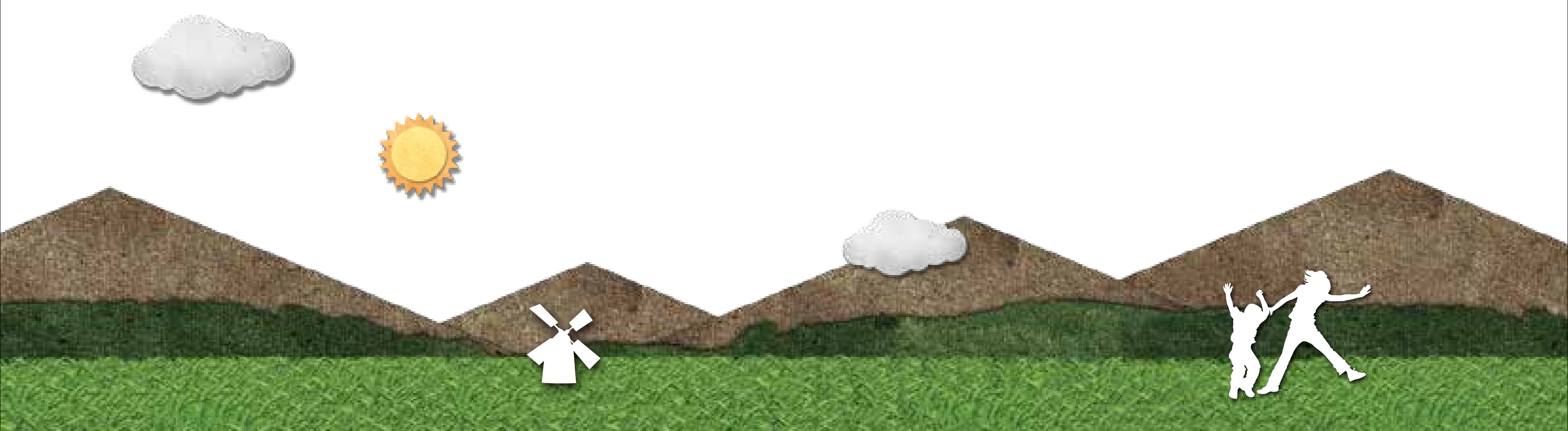


Executive Speak

"In an era of Consumer and Public discernability, Sustainability is a compelling imperative as all decisions that we take today would have impact on our future generations. Tata Power strives to achieve inclusive growth through its strong economic performance and its equal thrust on cultural, ethical and social values."

MD's Address

In our endeavour to contribute to the economic and social progress of the country and enabling better quality of life for stakeholders, Tata Power has been playing a pivotal role by providing secure, reliable, and affordable energy solutions. Leveraging technology that leads to less impact on the environment and use of Non Green House Gas (GHG) emitting sources has been constantly our endeavour and has turned out to be a key business focus. We are convinced that the creation of value for business becomes sustainable and long lasting if, it becomes value creating for the community and for the environment. Tata Power is operating in India now for almost a century and is India's largest integrated power utility with business presence across the entire value chain. Today, the Company has a presence in Indonesia, South Africa, Australia, Singapore, Middle-East, Nepal and Bhutan.

In recent years, Power sector has encountered many uncertainties. Climate change has become a key issue of concern, drawing stakeholder's attention to the means of power production and operation; an unexpected escalation in international oil and gas prices, and increasing competition for limited natural resources including land. There has also been a shift in emphasis towards renewable energy. We have been cognizant of our responsibility and have thus laid out that 20-25% of generation portfolio would be grown using Non-GHG and clean sources. Tata Power is a leader in solar and wind energy in India and is the oldest player in the country, for its hydro plants which are still known for their efficiency and reliability that is achieved through continuous modernization and technological intervention.

The Company is constantly exploring opportunities to keep fuelling its multi-fold growth across the Power value chain. Faced with these challenges, Tata Power continued its journey towards making business operations more sustainable and is aggressively strengthening its business structure, improving energy source mix, boosting productivity and strengthening the customer service. The Company has aggressive plans of generating 26000 MW by 2020 and intends to generate 20-25% of total capacity from Non-GHG emitting resources like hydro, solar, wind, geothermal and waste heat recovery options. This year saw the commissioning of Coastal Gujarat Private limited (CGPL), Mundra; the first Ultra Mega Power Project (UMPP) of the country with the capacity of 4000 MW. The super-critical technology used ensures reduced green houses gas emissions and the choice of imported coal with very low ash and low sulphur has resulted in lowering fly ash generation. The plant has a potential of meeting 2 per cent of country's energy needs. Similarly on Retail Distribution of electricity, Tata Power business establishment managing retail for 1.6 Million customers and a population of about 8 million people has ensured low network and commercial losses with the result it supports sustainable environment with state of the art customer services in Delhi and Mumbai.

Tata Power is committed to continue its 100 year old legacy of being an Equal Opportunity Employer and promote diversity in the organization. Tata Power believes in the progress of its neighbouring communities and continuous engagement with them to address their concerns with agility, effectiveness and in partnership thereby achieving synergies and creating an impetus to our growth. We have devised 5 thrust areas for CSR activities that address critical challenges faced in the country namely - Rural Transformation, Education, Health, Infrastructure and Employability & Inclusive growth. Strong Sustainability governance has been reinforced with a detailed Institutional arrangement including an independent Sustainability Advisory Committee (SAC) and Board oversight. As an organization, we have taken significant strides, crossed many milestones and received recognitions including being conferred the CII ITC Sustainability Award, 2012 with a Commendation for Strong Commitment on Sustainability.

Tata Power's fourth Sustainability Report for FY 2012-13 presents our vision and decade long journey on Sustainability. However, Tata Power has always been conscious of its responsibility towards Environment and Sustainability since its inception. The Sustainability Report provides a glimpse of our achievements and delineates how we address the Sustainability Challenge though good governance, good values and strategy. The scope of Sustainability Report 2012-13 has also been amplified with the inclusion of Company's significant subsidiaries- Coastal Gujarat Power Ltd (CGPL) & Maithon Power Ltd. (MPL).

Sustainability will act as the basis of viable and responsible business and this was evident a century back with the vision of our founder Mr. Jamshetji Tata. Taking his legacy forward Mr. Ratan Tata emerged as a torch bearer and guided us. On his superannuation, we would like to pay tribute to his undaunted commitment to a sustainable future and the glorious legacy he has left for generations to pursue. Our new Chairman wishes to not just continue the past tradition but also fast-forward the commitment on sustainability through newer and deeper interventions.

We value our stakeholder's contribution in our growth story and invite your suggestions to accentuate Sustainability quest at Tata Power.

Mr. Anil Sardana
Managing Director

Tata Power believes in responsibly lighting up lives for existing generations so that it is warmly welcomed to service future generations as well….

Report Contour

Report Contour

The reporting period for the Tata Power's fourth report is April 1, 2012 to March 31, 2013. Tata Power is committed to report on Sustainability on an annual basis and align the report as per the Global Reporting Initiative (GRI) reporting framework. This report follows the G3.1 version of GRI guidelines and the Electric Utilities Sector Supplement released in 2009 by the GRI. The report is also aligned to the National Voluntary Guidelines on Social, Environmental, and Economic responsibilities of Business (NVG-SEE) of Ministry of Corporate Affairs. The principles of Business Responsibility Reporting (BRR) by Securities Exchange Board of India (SEBI), United Nation Global Compact (UNGC) and Millennium Development Goals (MDGs) of United Nations are also addressed in the report. The Sustainability Report is brought out in addition to Annual Report for the Financial Performance and Tata Power Community Development Trust & Mannat Foundation Report for Community Initiatives undertaken by trusts. Various Stakeholders such as Shareholders, Investors, Suppliers, Employees, Consumers, Industry Association, Community as well as many Regulatory Authorities are expected to use the Report to know about Company's Sustainability Performance.

Report Scope and Boundary

The report covers data and information on Tata Power's Indian operations of Generation, Transmission and Distribution of power. This includes 10 generating stations namely Trombay, Jojobera, Haldia, Hydros (Bhira, Khopoli & Bhivpuri), Industrial Energy Limited (IEL), Coastal Gujarat Private limited (CGPL), and Maithon Power Limited (MPL). IEL includes Plant 5 of Jojobera and Power House 6 of Jamshedpur which are based on coal and gas from blast furnace respectively. For the current reporting year Haldia, CGPL, IEL and MPL are included as a part of scope enhancement. Data pertaining to all 84 GRI performance indicators have been included in the report. There have been no changes in the structure or ownership during the reporting period. However, the Organisation structure or size has been increased due to CGPL and MPL from the previous report. There is 1 re-statement of information from the previous report regarding Auxiliary Power consumption at Trombay.

Methodology

The data provided in the report is externally assured by Ernst & Young. Like all previous reports, this report is also A+ GRI checked. GRI Application Level Check Statement is presented in Appendix II. The economic data in the report cover the financial results of Tata Power and its subsidiaries reported i.e. CGPL & MPL. The consumption and emission figures reported in the environment segment are intensity based and reflect the improvement over previous years based on the specific parameters. This report is intended for the Tata Power's stakeholders in order to highlight actions undertaken in regard to the Company's Sustainability performance.

Report Scope Limitations

This report is India-centric and excludes all International Operations, Joint Ventures, Associates and Upcoming projects. The Subsidiaries of Tata Power are given below:

Tata Power

Subsidiaries

100%	Coastal Gujarat Power Ltd. (Mundra UMPP)
100%	Tata Power Trading Co. Ltd.
100%	Trust Energy Resources Pvt. Ltd
100%	Trust Power Renewable Energy Ltd.
100%	Trust Power Solar Systems Ltd.
100%	Energy Eastern Pvt. Ltd.
74%	Maithon Power Ltd.
74%	Industrial Energy Ltd.
51%	Tata Power Delhi Distribution Ltd.
51%	Powerlinks Transmissions Ltd.
50%	NELCO Ltd.
50%	Dugar Hydro Power Ltd.
	Investment Companies & Others

Joint Ventures & Associates

50%	JV with SN Power
50%	OTP Geothermal Pte. Ltd
50%	Cennergi
48%	PT OTP Geothermal
48%	PT Sorik Marapi Geothermal Power
40%	Tubed Coal Mines Ltd.
33%	Mandakini Coal Mines Ltd.
30%	PT Arutmin Indonesia
30%	PT Indocoal Kaltim Indonesia
30%	PT Indocoal Kalsel Indonesia
30%	PT Kaltim Prima Coal Indonesia
30%	Indocoal Resources Cayman
26%	Dagacchu Hydro Power Corp. Ltd.
48%	Tata Projects Ltd.
40%	Panatone Finvest Ltd.

Investments

14%	Sunengy
9%	Geodynamics (Geo-thermal)
5%	Exergen (Coal Benefication)

***Subsidiaries included in this report (CGPL, MPL, IEL)**

Tata Power encourages and appreciates feedback from all internal and external stakeholders. The suggestions are vital and will help to improve the quality of the report. Please email suggestions / views / opinions to *sustainability.reporting@tatapower.com* or any queries related to this report should be addressed to Dr. Yogendra K Saxena, Chief Sustainability Officer at the Corporate Office address given below:

The Tata Power Company Limited,
34, Sant Tukaram Road,
Carnac Bunder,
Mumbai – 400 009, India.

Company Profile

Company Profile

The Tata Group entered into the power business way back in 1911 and has emerged as a leading and credible player with generation capacity of 8499 MW. Today, the Tata Power Company Limited (Tata Power) is India's largest integrated power Company with its presence across the value chain from Fuel & Logistics to Generation, Transmission, Distribution and Trading. Tata Power also has a significant international presence and is actively evaluating opportunities for expanding its footprint in myriad geographies with an eye on profitable growth, an opportunity to leverage various non-carbon emitting sources, and possibility of bringing in technological learning across boundaries. Tata Power is also one of the largest Non-Carbon Emitting Sources (NCES) energy players in the country, with significant hydro, wind and solar power capacity and exploring geothermal energy space.

Tata Power's ambitious growth plans are supported with a commitment to 'Responsible Growth'. For almost a century Tata Power has traversed many milestones. Today it has metamorphosed multi folds and has presence across the globe employing more than 4200 people and Compounded Annual Growth Rate (CAGR) of 8.5% as compared to last year.

Tata Power has always been sensitive to the wellbeing of the community and betterment of the environment. Tata Power started Sustainability journey almost a century back by installation of country's first hydro project to supply cheap & abundant power to Textile industry in Mumbai. However, the beginning of reporting was from its 1st Sustainability Report for the period 2002-03, which coincides with the emergence of G2 guidelines of GRI. All Sustainability reports received an A+ Application Level Check from GRI. Tata Power has successfully completed a decade in Sustainability Reporting with the current report along with the GRI reporting framework and this report is based on G3.1 version of GRI.

The ultimate aim of Tata Power is to reach to its stakeholder with high-quality services in a responsible and efficient way, making a profit for the shareholders, participating in the development of the social environments in which it operates. Tata Power do not operate in nuclear power.

KEY HIGHLIGHTS OF 2013

- Total Installed Capacity in MW (Renewable/coal/oil/gas) - 8499
- Length of distribution lines by geographic area (km) - 1640
- Total number of customer's - 380644

The Company's major achievements in the reporting year include:

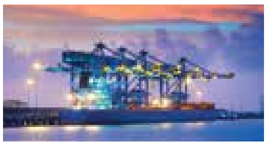
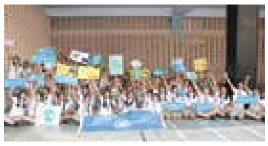
- Tata Power commissioned
  - Ultra Mega Power Project (UMPP) of Coastal Gujarat Power Limited (CGPL) at Mundra that reinforced its position as the largest integrated power Company in India. The UMPP Mundra, will provide power to consumers in Maharashtra, Gujarat, Haryana, and Punjab. By signing the coal supply agreement with PT Antang Gunung Meratus, Indonesia the Company has taken proactive steps to ensure imported coal supply for the upcoming power projects in the next five years
  - 1050 MW Maithon Power Limited (MPL) in Dhanbad, Jharkhand, a Joint Venture between Tata Power and Damodar Valley Corporation (DVC)
  - 25 MW solar Photovoltaic (PV) project in Mithapur, Gujarat. The Mithapur solar plant crossed 11000 MWh of generation, which is a key milestone that demonstrates the efficiency of the plant and the state-of-the-art technology adopted by Tata Power

- Achieved 375 MW of installed wind capacity, becoming India's largest player in the segment

- Formed a 50:50 joint venture (JV) with South Africa based Exxaro Resources Limited to create a new energy Company, Cennergi (Pty) Limited (through its subsidiary Khopoli Investments). Cennergi deals with two wind projects – the 139 MW Amakhala and the 95 MW Tsitsikamma projects

- Tata Power acquired 26% stake in PT Baramulti Suksessarana Tbk (BSSR), Indonesia through its 100% subsidiary Khopoli Investments Limited, and is now a 26% shareholder in BSSR. PT Antang Gunung Meratus, coal mine in Indonesia is a 100% subsidiary of the BSSR. The mining assets under BSSR have approx 1 billion MT of coal resources in South and East Kalimantan in Indonesia. Tata Power's presence in Indonesia also includes 30% equity stake in PT Kaltim Prima Coal (KPC) and PT Arutmin Indonesia (AI)

Value Chain Presence

Fuel	Fuel Transportation	Generation	Transmission	Distribution & Supply
				
• 305 stake in Indonesian mines • 2 Domestic mines being developed • Fuel supply in place for majority of operational & under-execution projects • Signed long-term off-take with BSSR & AGM mines of Baramulti group of Indonesia with right to acquire 26% equity	• Requirement for Mundra UMPP-6 vessels going up to 8 vessels by FY13 • Own 2 capsize vessels, delivered in 2011 • 3 longterm charters signed	• 8499 MW operational capacity	• Mumbai: ▪ 1100 circuit km of 220KV/110KV lines and 17 receiving stations • Powerlinks: ▪ 1200 km of line associated with Tala hydro project ▪ Connects Bhutan and northern region	• Mumbai distribution network ▪ 2395 circuit km of underground cable network, 19 distribution sub-stations, 533 consumer sub-stations ▪ Over 300000 retail consumers • Delhi distribution ▪ Over 1.3 million customers

Fuel Assets

The Company has captive coal blocks at Tubed and Mandakini in Jharkhand and Odisha along with joint venture partners. The Company has also acquired a 30% equity stake in 2 major Indonesian Thermal coal producers, PT Kaltim Prima Coal and PT Arutmin Indonesia, as well as related trading companies owned by PT Bumi Resources Tbk. Fuel supply is in place for majority of operational and under-execution projects. The Company has also signed long-term off-take with BSSR & Antang Gunung Meratus mines of Baramulti Group of Indonesia with right to acquire 26% equity.

Shipping & Logistics

Trust Energy Resources Pte. Ltd. (Trust Energy), incorporated in Singapore, 100% wholly-owned subsidiary of Tata Power which secures coal supply, coal trading and shipping, and investments in coal. The Company owns 2 cape size vessels. There are also 3 long term charters signed for facilitation of transportation. As the generation capacity is increasing, the Company may require extra number of vessels to meet the coal requirement.

Generation

Tata Power has a vast portfolio in power generation. This is evident with its presence in thermal, hydro, wind, solar and exploring opportunities in geothermal. The total installed capacity is 8499 MW and Tata Power has over 9000 MW projects in pipeline.

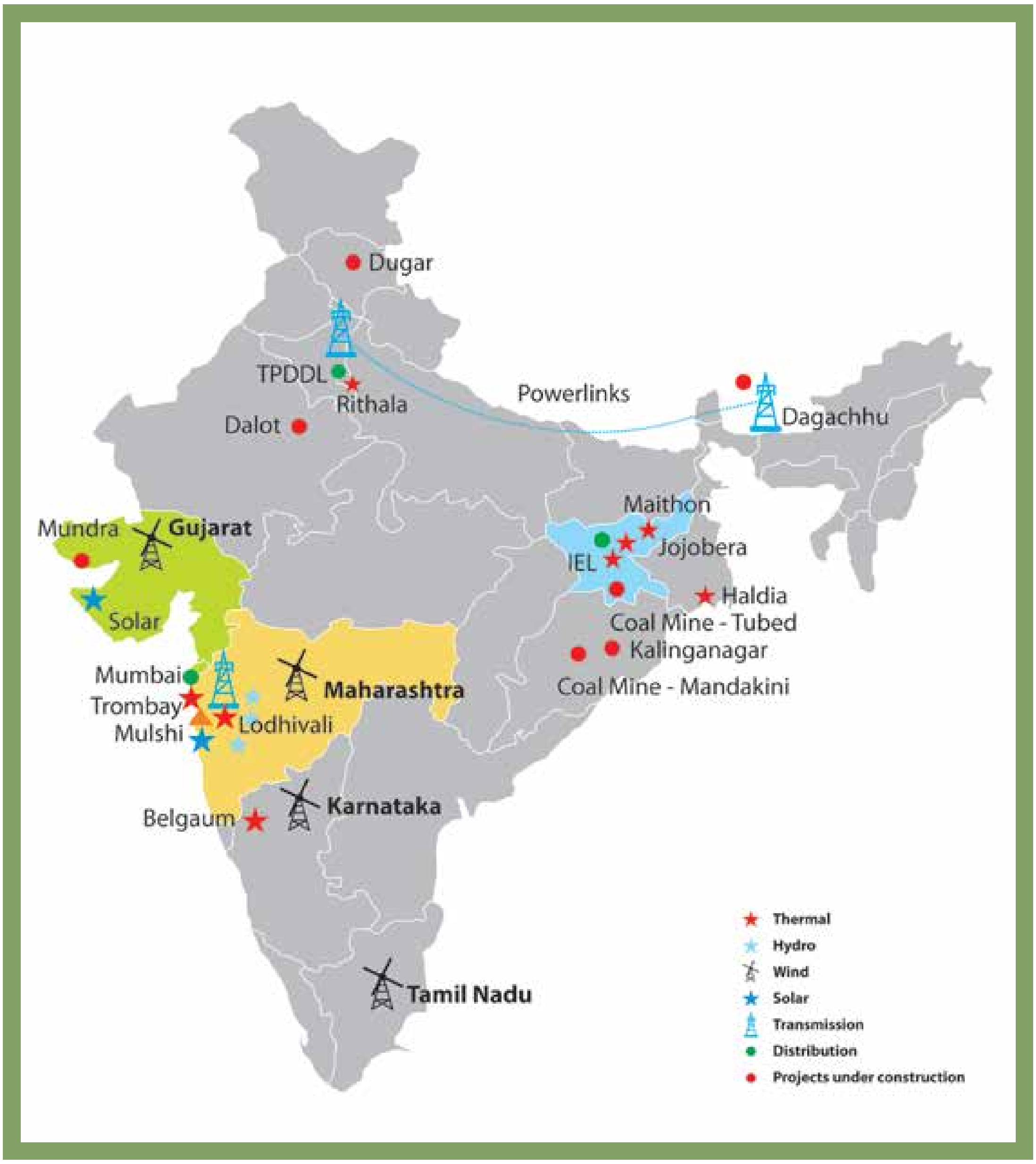
Details of Installed Capacity

Fuel Source	Location	State	Installed Capacity* (MW)
Thermal	Trombay	Maharashtra	1580
	Maithon	Jharkhand	1050
	CGPL, Mundra	Gujarat	4000
	Jojobera	Jharkhand	428
Oil/Gas	IEL-Jojobera	Jharkhand	120
	Rithala	New Delhi	108
	Belgaum	Karnataka	81
	Lodhivali	Maharashtra	40
Thermal Waste	IEL-Jamshedpur	Jharkhand	120
Heat Recovery	Haldia	West Bengal	120
Hydro	Bhira	Maharashtra	300
	Khopoli	Maharashtra	72
	Bhivpuri	Maharashtra	75
Renewable	Wind Farms	Maharashtra, Gujarat, Karnataka, Tamil Nadu	376
	Solar Photovoltaic (PV)	Maharashtra, Gujarat	29
TOTAL			**8499**

*As on March 31, 2013

At present, Tata Power's contribution to NCES is 13% of total installed capacity and it is in the direction to achieve the strategic intent of NCES i.e. 20-25% by 2020.

India Presence



Generating Stations

Hydros: Khopoli, Bhivpuri and Bhira are amongst the oldest plants in the country established in 1915, 1922 and 1927 respectively. They are still known for efficiency and reliability which is achieved through continuous modernization.

Trombay: It is said to be the lifeline of Mumbai and one on the finest performing plants in India. It was established in 1956 and has multi fuel firing capacity.

Jojobera: The plant is powering India's steel city, Jamshedpur. This was established in 1997 and has a capacity of 428 MW.

Industrial Energy Limited (IEL): IEL has commissioned Unit 5 in Jojobera of capacity 120 MW and is based on coal. There is another plant to use waste heat from furnace gas of steel plant. This is known as Power House 6 and the capacity of this plant is 120 MW.

Coastal Gujarat Private Limited (CGPL): Tata Power's wholly owned subsidiary, has implemented the 4000 MW (800 MW x 5 units) Ultra Mega Power Project (UMPP) located at Mundra in Kutch District of Gujarat. The 1st unit was commissioned in 2012 and other units of the plant were commissioned during this reporting year.

Maithon Power Limited (MPL): Joint Venture between Tata Power (74%) and Damodar Valley Corporation (DVC) (26%), has set up a 1050 MW (2 x 525 MW) power plant at Maithon in Jharkhand. Tata Power is rendering project management services to MPL. Unit 1 of 525 MW was commissioned in September 2011 and unit 2 was commissioned in July 2012. MPL is also planning to expand by adding another 1320 MW capacity consisting of 2 units of 660 MW each.

Energy Availability and Reliability - Operating Results

Production- Efficiency of Generation (Thermal as well as Renewable) based on energy source used has been highlighted below:

Net Thermal Production (MUs)	2010-11	2011-12	2012-13
Coal			
Trombay (Unit # 5 & 8)	5572.489	5242.116	5815.199
Jojobera	3077.5	2859.0	3067.2
CGPL			12440
MPL			4587.365
Oil/ Gas			
Trombay (Unit # 6)	2268.375	2399.912	2011.877
Trombay CCGT (Unit # 7)	1568.788	1567.889	1596.577
Thermal Waste (PH # 6)	738.4379	854.8306	871.5793
Heat Recovery (Haldia)	760.4	867.5	925.4
Net Renewable Production			
Hydro	1303.19	1496.71	1397.06
Wind	347.1629	429.5253	795.87
Solar		4.18	47.43

CGPL & MPL was commissioned FY 11-12.

The Average Generation Efficiency of Thermal station based on their energy source is provided in the Table below;

Thermal Plant Efficiency	2010-11	2011-12	2012-13
Coal			
Trombay (Unit # 5 & 8)	33.92	35.50	35.58
Jojobera	32.17	32.40	32.60
CGPL			41
MPL			35.24
Oil/ Gas			
Trombay (Unit # 6)	33.60	34.36	34.26
Gas			
Trombay CCGT (Unit # 7)	43.59	43.87	43.87
Thermal Waste (PH # 6)	89	89	89
Heat Recovery (Haldia)	77.5	88.2	94.3

The Average plant availability factor of Thermal Stations by energy source is given below:

Thermal Plant Efficiency	2010-11	2011-12	2012-13
Coal			
Trombay (Unit # 5 & 8)	92.657	87.199	96.24
Jojobera	97.0	95.41	95.39
CGPL			84
MPL			83.073
Oil/ Gas			
Trombay (Unit # 6)	92.051	97.88	96.69
Gas			
Trombay CCGT (Unit # 7)	96.458	97.859	97.894
Thermal Waste (PH # 6)	92.642	92.85	93.73
Heat Recovery (Haldia)	92	98.1	95.6

Renewable Portfolio

Tata Power is environmentally conscious and committed for green energy. The Strategic intent is to generate 20-25% from non carbon emitting sources by 2020. The details of the generation from NCES are given below:

Hydro power: The Company has an installed hydro capacity of 447 MW in Maharashtra. Tata Power and Norway based, SN Power has entered into a partnership to develop hydropower projects. Currently, the JV is constructing an 880 MW Project in Tamakoshy, Nepal. It has also secured the Dugar Hydroelectric

Project in the Chenab valley, Himachal Pradesh. Tata Power has another JV with the Government of Bhutan, under which it is implementing the 126 MW Dagachhu Hydro Project in association with the Druk Green Power Company.

Solar power: Tata Power set up its 1st solar power plant (100 kW) in 1996 at Walwhan in Lonavala, Maharashtra. In April 2011, it commissioned a 3 MW solar PV grid-connected power plant at Mulshi, the largest such plant in Maharashtra. The Company has also commissioned a 25 MW plant in Mithapur in Gujarat. TPDDL has commissioned a 1 MW grid-connected facility in Delhi. In addition, a 60.48 KW plant is operational at the Company's Corporate office in Mumbai. Tata Power has partnered with Australia-based Sunengy to build the 1st floating solar plant in India to utilise the surface area of Walwhan Lake. The Company plans to add 300 MW of solar power capacity over the next 4-5 years.

Wind power: The Company has an installed wind capacity of 375 MW across Maharashtra, Tamil Nadu, Gujarat and Karnataka states of India. It aims to add 100-150 MW of capacity every year till 2015.

Geothermal energy: Tata Power has invested $50 million for an approx. 10% stake in Australia-based Geodynamics Company which is developing the project copper basin in central Australia for enhanced geothermal system. Tata Power along with consortium partners – Australia's Origin Energy and PT Supraco Indonesia won the bid for a 240 MW geothermal project in Indonesia and which is currently in the exploration phase.

Waste gas-based energy: Tata Power has set up plants at Haldia, West Bengal and Jamshedpur, Jharkhand based on waste heat produced from blast furnace and coke oven gases during steel manufacturing.

Upcoming / pilot projects

The details of Tata Power's upcoming projects are given below:

- Tiruldih Power Plant, Jharkhand - Capacity 3 X 660 MW
- Dugar Hydro Project, Himachal Pradesh - 380 MW
- Dagachhu Project, Bhutan - 126 MW
- Coastal Maharashtra Project, Dherand Maharashtra - 1600 MW
- Kalinganagar, Odisha - Capacity 3 X 67.5 MW (Gas) +3 X 150 MW (Coal + Gas)
- Naraj Marthapur, Odisha - 660 MW
- Karjat, Maharashtra- Biomass (rice husk) 250 kW
- Replacing diesel gensets with solar PV panels at 25 telecom tower sites through Tata Solar Power
- Trombay, Mumbai: Biomass (waste wood) 15 KW Pilot power plant
- Tata Power has collaborated with large global utilities such as American Electric Power, Tokyo Electric and Vattenfall, which are evaluating clean coal technologies like integrated gasification combined cycle plants, and carbon capture and sequestration processes. In addition, the Company has invested $10 million for a 5 percent stake in Australia based Exergen, which has developed a cost-effective moisture removal process for high moisture brown coal. The technology will help in reducing emission levels to 800 kg of Carbon dioxide per MWh from 1500 kg of Carbon dioxide per MWh.

Transmission

"To be the most reliable and efficient transmission utility providing highest standards of service to beneficiaries in a safe, economical and sustainable manner."

The Transmission network of Tata Power consists of 17 Receiving Stations with voltage levels of 220 kV and 110 kV and spanning across 1100 Km of EHV Transmission Network and 7348 MVA Transformation capacity spread over Mumbai License area. The locations of Tata Power Receiving Stations which are part of the State Transmission System in the Mumbai License Area are diagrammatically depicted in the figure below:

Tata Power Receiving Stations in Mumbai

The transmission network of Tata Power is designed to primarily cater to Mumbai city load through distribution license. This network further extends into the areas of Hydro Generating Stations located at Bhira, Bhivpuri, Khopoli, and Receiving Stations at Kalyan, Ambernath, Salsette and Kolshet for evacuation of power. Mumbai demand and energy requirements are growing at about 7% and 4% respectively. This increased demand is required to be met through bilateral power purchase. The peak demand is expected to cross 4000 MW in next 5 years necessitating around 1800 MW capacity on tie lines for meeting the demand. Hence, for meeting the growing demand of Mumbai consumers, there is a need to upgrade the existing network to 220 kV systems and develop 400 kV network in Mumbai which will help in bringing required power to Mumbai from outside which is being planned by constructing 400 kV Receiving Stations at Vikhroli and Marve and 400 kV Nagothane- Dehrand-Vikhroli Lines, MSETCL Kharghar-Vikhroli Line, PGCIL New Panvel-Vikhroli Line and Boisar-Nalasopara Lines. 400 kV Vikhroli Receiving Station will be connected to the existing 220 kV network for meeting demand.

Tata Power in a joint venture with Power Grid Corporation of India Ltd. (PGCIL) has formed a Company called Powerlinks Transmission Limited (Powerlinks) that has 1200 km of line associated with Tata hydro project, connects Bhutan and Northern Region. Powerlinks is India's first transmission project to be executed as a Public-Private-Partnership. Powerlinks transmit power from the Bhutan based Tala Hydroelectric Project (in Nilgiri, West Bengal), through the Eastern/North-Eastern Region of India to Mandola in Uttar Pradesh (near New Delhi) a total distance of 1200 km. Ten States (West Bengal, Bihar, Jharkhand, Sikkim, Punjab, Haryana, Uttar Pradesh, Jammu & Kashmir, and Delhi) benefit from this project, which transfers about 3000 MW of regional power. Maintaining an average availability of 99.7%, the project is an important link in the national power grid and is the first inter-state transmission project.

Distribution & Supply

Tata Power supplies almost 70% of Mumbai's requirements including supply to other licensees. The retail consumer base is of over 380644 consumers. Some of the bulk customers include BEST, Railways, Port Trust, BARC, Refineries and other important installations in Mumbai. As in all parts of the business, improvement in operational efficiency is a key focus area; Tata Power has taken a number of initiatives to improve the quality and reliability of its power supply. It is also expanding its customer base to embrace medium-sized industries and large commercial and residential complexes in Mumbai and has also acquired distribution rights for a significant part of Delhi in 2002, through the formation of a new Company Tata Power Delhi Distribution Ltd (TPDDL), 51:49 Joint Venture with the Government of Delhi.

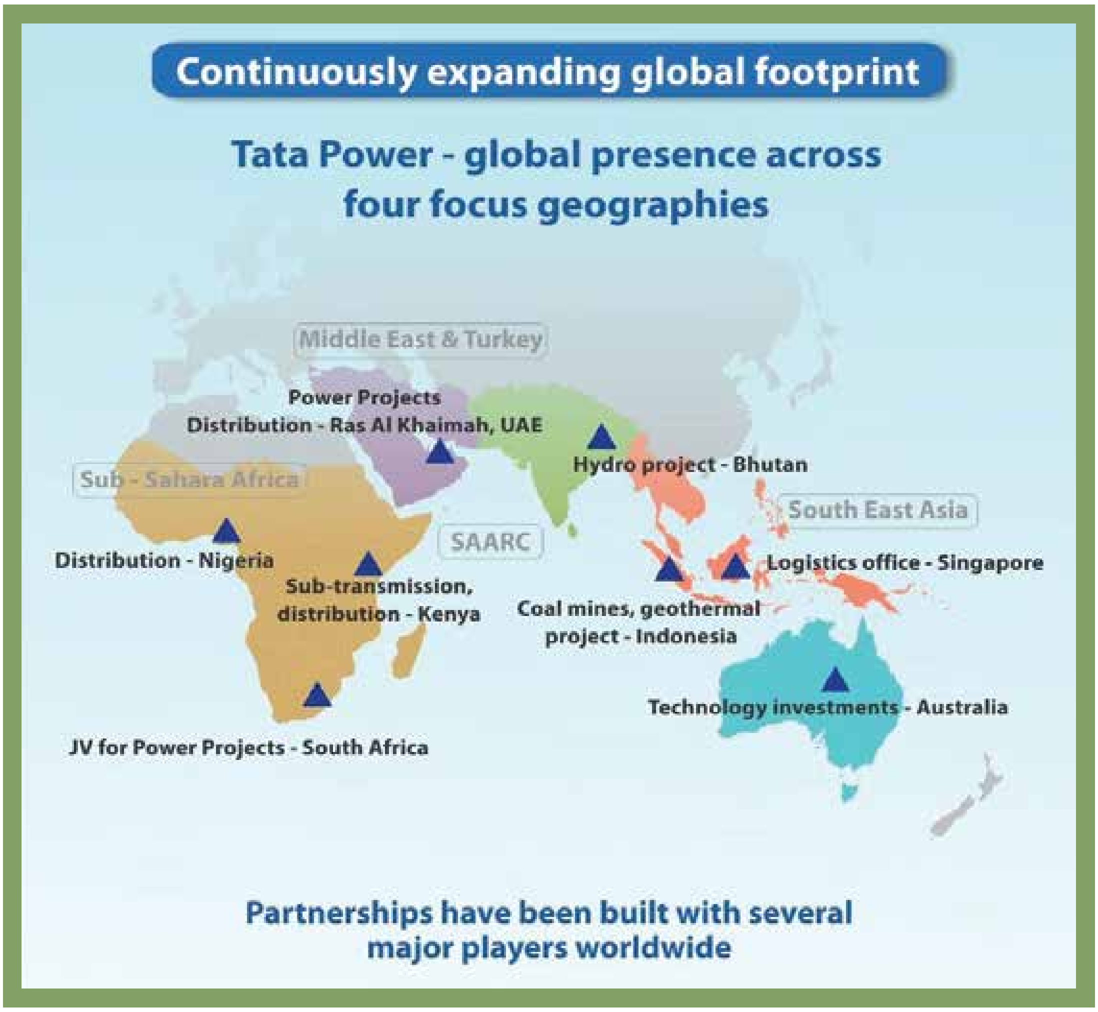
Trading

Tata Power Trading Company Limited (TPTCL) is in the business of power trading since June 2004 and is the first Company in India to receive a power trading license from CERC. TPTCL has diverse supply sources as it has entered into long term power purchase contracts with various power developers for sale of their power in the long term as well as in the merchant market. TPTCL also offers Techno-Commercial Advisory/Consultancy Services to Discoms/CPPs/IPPs/SEZs on matters pertaining to power dispatch, scheduling, evaluation, project formulation, operation, maintenance and cover in essence providing end to end solutions. It was ranked the 3rd largest trader with a market share of 10% in 2012 among the top 9 traders (Licensees) in India.

Business Verticals - International Presence

Trust Energy

Trust Energy forms the Singapore operations of Tata Power. The primary rationale of Trust Energy is to securitize coal supply and shipping of coal for Tata Power's Thermal Power generation operations thus incharge of imported fuel sourcing and logistics for Tata Power operations. The Company was set up in 2008, post the bid for Mundra UMPP in order to ensure that freight was secured for a long period and the price was competitive to meet the committed power rates. It acquired 5 cape size vessels and May 2011 earmarked the beginning of its operations in line with the commissioning of UMPP Mundra.



Dagachhu Hydroelectric Power Project

The Dagachhu Hydroelectric Power Project is being executed by Tata Power, in partnership with the Royal Government of Bhutan. The Dagachhu Hydro Power Corporation Limited (DHPC) was formed in May 2008, and Tata Power acquired 26% stake in DHPC. Tata Power is a minority stakeholder in DHPC, yet it plays a vital role in the execution of the project. In Feb. 2010, DHPC became the 1st cross border project which has been registered and approved for CDM benefits. The project is based on the run of the river scheme. The mean annual generation from the project is 515 GWh and 90% dependable energy production is 360 GWh.

Sorik Marapi Geothermal Project

For entering into the Geothermal space, Tata power touched base with Origin Energy, which is the largest integrated energy Company in Australia for multiple geothermal opportunities in Indonesia which is an untapped market with a potential of approximately 27000 MW of geothermal energy, of which only 1189 MW is installed.

As a part of process in carbon study, the registration for prior consideration of CDM to UNFCC and Indonesian Designated National Authority (DNA) has been completed. Expected commencement of operations is by 2015-2016. The project is spread over 662070 hectares having 240 MW capacity. The project is currently in the exploration phase.

Shareholding Pattern

The shareholding pattern for Tata Power as on March 31, 2013 is provided below:

Particulars	Equity Shares	
	No. of shares	Percentage
Promoters	770537290	32.47
Directors and their relatives	4000	0.00
Insurance Companies	512348016	21.59
Financial Institutions/Banks	9705823	0.41
Mutual Funds / UTI	40865257	1.72
Clearing Members	2511326	0.11
Corporate Bodies	16028904	0.68
Trusts	2398870	0.10
Resident Individuals & HUF	334167533	14.08
Central / State Governments	710488	0.03
Foreign Institutional Investors	582179044	24.53
Foreign Banks	82248	0.00
OCB's	10400	0.00
Foreign Bodies	141838	0.01
Foreign Nationals DR	22760	0.00
Foreign Institutional Investors DR	170700	0.01
Foreign Bodies DR	43500	0.00
Global Depository Receipts	76435720	3.22
Non-Resident Indians	24708643	1.04
Total	**2373072360**	**100.00**

Awards and Accolades

Tata Power's achievements have time and again been lauded by some of the most recognized and respected businesses, media and government institutions. Although we take great pride in the awards that we win, we keep ourselves grounded by treating these awards and recognitions as milestones; milestones that tell us how far we have come and how far we need to go to achieve our long-term goal.

The awards received in FY 12-13 are:

- Union Ministry of Power bestowed Tata Power with **National Awards for Meritorious Performance** in Power Sector has the following Awards in March 2012:
  - Bronze award to Bhira Hydro Station
  - Bronze Award under the category 'Performance of Thermal Power Stations' to Trombay Combined Cycle GT Power Station (180 MW)
  - Bronze medal under the category 'Performance of Distribution Companies' to Tata Power's distribution division
- Tata Power was conferred with the **Eco Advocate Award** by Asia Pacific Enterprise Leadership Awards (APELA) in 2012
- Tata Power won the **Gold Stevie Award** for the best Marketing Campaign of the Year 2012 in the Energy category at International Business Awards
- Tata Power won three prestigious awards at the 52nd Association of **Business Communicators Awards** Night in 2012
  - Gold for Social Responsibility Communication for Club Enerji
  - Silver for Wall Calendar design 2011-12
  - Bronze in Multi Media CD ROM Interactive presentation on Resource Conservation for Club Enerji
- Tata Power's Managing Director Mr. Anil Sardana was conferred with the **Leading Energy Personality** Award by India Power Awards on November 30, 2012
- Tata Power won Best Fast Track Completed Power Transmission Projects Award at 5th **India Power Awards** 2012 organised by The Council of Power Utilities at New Delhi
- Tata Power won the following awards at the **Asian Power Awards** 2011 held in Malaysia on September 30, 2012 in recognition to the best performers in the industry who relentlessly strive towards excellence and high performance
  - Best Environmental Performance Power Plant of the Year - Gold
  - Environmental Company of the Year - Bronze
- **Asian Leadership Awards** has conferred on Tata Power the following awards to recognize the valuable contribution made through its initiative, Tata Power Energy Club
  - Environmental Leadership Award
  - Best Corporate Social Responsibility Practice overall Award
- Unit 6 of Trombay thermal power station of Tata Power was awarded the Energy Efficient unit in the 13th **National Award for Energy Management** held in HICC centre in Hyderabad on August 24, 2012
- Tata Power had bagged two awards under **'Innovative Energy Service'** category for its two Demand Side Management (DSM) programmes:
  - The Most Innovative Energy Service Award - 2012 for Thermal Storage Incentive
  - Innovative Energy Service Award - 2012 for Demand Response DSM Programme

- Tata Power was conferred **Independent Power Producers Association of India (IPPAI) Award** in the category 'Best Wind Power Producer'. The award was presented by Dr. Pramod Deo, Chairman – CERC on August 24, 2012
- Tata Power was adjudged as 'Most Admired Infrastructure Company - Power' at the 5th **KPMG Infrastructure Awards** held at New Delhi
- Tata Power's Haldia Power Plant was conferred with several Awards at **Indian National Suggestion Scheme Association's (INSSAN)** 1st International Conference and 23rd National
  - Award for Best Suggestions, Best evaluator and Slogan
  - 3rd prize for Excellence in Suggestion Scheme
- Tata Power's 15 Quality Circle teams excel at NCQC, Kanpur
  - Par Excellence awarded to Trombay, Hydro & Transmission
  - Excellence awarded to - Trombay, Transmission and Distribution
- Tata Power Wins the Special Jury Award in Thermal Power Generation Category for its Ultra Mega Power Project in Mundra, Gujarat at the 6th **Enertia Awards** 2012
- Tata Power's Jojobera Quality Circle (QC) team got Gold award for their project 'Overflow problem in cooling tower hot box' and Tata Power's Bhira Quality Circle (QC) team won Gold award for the project 'More time required for Starting of BPSU' in ICQCC International Convention of Quality Control Circles 2012
- Tata Power Quality Circles have won 31 awards at the Chapter Convention Quality Circle (CCQC – 2012) conducted by QCFI, Mumbai Chapter
- Tata Power's Transmission arm has been conferred with **Greentech Safety Award** 2012 - Silver in the Power Sector category in recognition of the safety management standards observed at its receiving stations in Mumbai and Trombay received Gold Award in the Power Sector category for maintaining high standards of workplace safety
- Tata Power's Jojobera Thermal Power Station bags **Golden Peacock Environment Management Award** – 2012 at New Delhi
- **Certificate of Merit** awarded to Transmission Lines, the in-house magazine at the In-house Communication Excellence (ICE) Awards 2012
- Tata Power was conferred with **Powerline Award** in the category 'Best Performing Renewable IPP' at New Delhi
- Tata Power has been selected as the winner of the **Infrastructure Excellence Awards** 2012 for Awards Category - Energy & Power for the project – Ultra Mega Power Project, Mundra
- Club Enerji has been recognized in the '2012 International Business Awards' with **Gold Stevie Award** for being the best Marketing Campaign of the Year 2012 – Energy category

Tata Power Awarded Sustainable Plus, the world's first Corporate Sustainability Label by CII

Tata Power, India's leading power company, has been awarded Sustainable Plus, the world's first corporate sustainability label by Confederation of Indian Industry (CII). Based on a methodology that is globally recognized and suited to Indian markets, the company has been recognized as Sustainable Plus in the Gold category by CII.

Tata Power is committed to achieve the highest performance standards in the areas of Environment, Social and Corporate Governance . Environment, Social and Corporate Governance better known as ESG is a sustainability based practice for investment analysis and decision making. Various corporate governance and environmental issues leading to erosion of shareholder values, along with other concerns, have brought an agreement on the value of management of ESG issues for long-term business sustainability.

The parameters covered within ESG ratings include:

- **Environment:** Factors such as emissions, pollutions, biodiversity, waste management and water have been some of key factors affecting a company's performance.
- **Social:** Social concerns revolve around how a company operation affects society. Saving interest of people, community and cultures. Factors such as Training & Development of employees, Labor Management, Occupational health & Safety, Community Development are some of key factors a company must focus on.
- **Governance:** Corporate Governance is the backbone of all businesses and it talks about the way corporations are managed. Transparency in its financial and non-financial dealings, framing and execution of corporate level policies, business ethics, and independent operations of various committees are key factors considered for establishing performance of a company on Corporate Governance.

The Securities and Exchange Board of India (SEBI) in 2011, has mandated that listed companies report on ESG initiatives taken by them. Companies need to report along the principles mentioned in the 'National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business' framed by Ministry of Corporate Affairs. This was immediately applicable only to the top 100 companies by market capitalization. However, Tata Power reported on Business Responsibility Report in Annual Report 2010-11. This year the detailed information on Business Responsibility Report are available on Website www.tatapower.com.

Sustainable Plus is a brand identity created by CII-ITC Centre of Excellence for Sustainable Development. The label aims at communicating to consumers, investors and business partners that the company is sustainable, responsible and well-governed.

Corporate Governance

Corpoprate Governance

Company's Philosophy on Corporate Governance

Good corporate governance is the foundation for maximizing shareholder returns, optimizing operational performance, attracting talent, clients, and partners, and making a positive impact on the lives and businesses we touch. Tata Power's superior corporate governance practices are derived from the exceptional composition of its Board of Directors, and the strong strategic direction and rigorous management focus they provide. Its Core values and ethical business practices are sacrosanct and central to whatever we do. The Company has never been daunted by limitation and have always strived to go beyond compliance.

More than a century ago, its founder, Jamsetji N Tata laid the foundation for good governance and made it an integral part of the business culture. Corporate Governance is concerned with holding the balance between economic and social goals and between individual and communal goals. As a Tata Company, Corporate Governance is about the way we do business, encompassing every day business activities. Tata Power is focused on enhancement of long term value creation for all stakeholders without compromising on integrity, social obligations, environment and regulatory compliances. This philosophy has been sought to be strengthened through the Tata Code of Conduct (TCoC), the Tata Business Excellence Model (TBEM) and the Tata Code for Prevention of Insider Trading and Code of Corporate Disclosure Practices, which form guidelines for "Leadership with Trust". Tata Power is committed to focus its energies and resources in creating and positively leveraging shareholders' wealth, and at the same time, safeguard the interests of all stakeholders.

Driving Forces: Vision, Mission & Values

Vision

"To be the most admired and responsible Integrated Power Company with International footpritnt, delivering sustainable value to all stakeholders."

Tata Power aims at being the most admired by being significant in enterprise value and strong relevance in the business. It is focused on exceeding expectations of all stakeholders, continuing to be a pioneer in the power and energy sector while being a benchmark in operations, execution and growth. As a part of its vision to have a strong International footprint, Tata Power aims at expanding its presence in different parts of the value chain in geographies outside India, which meet the aspirations and objectives of various stakeholders.

Mission

Tata Power aims at becoming the most admired and responsible power Company delivery sustainable value by:

- Operating assets at benchmark levels
- Executing projects safely, with predictable benchmark quality, cost and time
- Growing the Tata Power businesses, be it across the value chain or across geographies, and also in allied or new businesses

- Driving Organizational Transformation that will make the Company have the conviction and capabilities to deliver on the strategic intent
- Achieving the Company's Sustainability intent of 'Leadership with Care', by having leading and best in class practices on Care for Environment, Community, Customers, Shareholders and People

Values

The values today are **'SACRED'** to the Company

- **S**afety: Safety is a core value over which no business objective can have a higher priority
- **A**gility: Speed, responsiveness and being proactive, achieved through collaboration and empowering employees
- **C**are: Care for our environment, care for our customers and shareholders – both existing and potential. Care for our community and care for our people (our employees and partners)
- **R**espect: Treat all stakeholders with respect and dignity
- **E**thics: Achieve the most admired standards of Ethics through Integrity and mutual Trust
- **D**iligence: Do everything (set direction, deploy actions, analyze, review, plan and mitigate risks etc.) with a thoroughness that delivery, quality and excellence in all areas, and especially in operations, execution and growth

Based on internal and external assessment, the core competencies of the Company, along with strategic advantages and challenges have been determined.

Strategic Intent

Tata Power has evolved its strategic elements reflecting the intent and long term aspirations.

> ***"By 2020, to be a company with 26000 MW Power Generation, 4000 MW of Retail Distribution Business and with 50 MTPA of Energy Resources."***

The detailed assessment by India's Planning Commission suggests that coal is expected to remain the dominant fuel used for power generation, even under the most optimistic scenarios. Renewable energy sources (including wind, solar and hydro power) and nuclear power would play a minor role in the country's energy mix. For India, transformational climate change interventions would therefore need to increase the efficiency of coal use through migration to more efficient technologies.

The 12th five year plan (2012-2017) has set a target of adding over 88000 MW of power generation capacity. It also aims at adding 30000 MW of renewable energy generation capacity that accounts for 12% of renewable energy in total energy mix. The plan targets to reduce the emission intensity with the target of 20-25% reductions by 2020.

Tata Power is sentient of its role as one of the leading companies in the power sector. So, the Company has aligned its targets with the planning commission and intents to be a Company with 26000 MW of power generation with 20-25% from non carbon emitting sources. Tata Power guarantees that it will keep the commitments undertaken in which it operates to ensure a production capacity that can satisfy electricity demand over the long term.

Tata Power strategy is driven by

- **Operations excellence** which implies benchmark performance for each of the existing assets and a clear roadmap for each asset
- **Execution excellence** implying predictable execution in terms of timelines/schedules, quality and budgets with 'safe' working
- **Growth** implies retaining tradition of being the key contributor to Indian power sector and establishing International footprint in countries shortlisted and ensuring reasonable ROCE/ROE on invested funds

These pillars are further supported by the foundation formed by **Sustainability** along with **Organization Transformation and Competence Building**. Being the largest integrated power sector player in India, Tata Power's has taken up the responsibility to ensure a continual, e cient, and secure supply of electricity so that the Indian economy systems can be strengthened. To substantiate uninterrupted supply of electricity Tata Power has made strategic plans to ensure availability of su cient energy sources including renewable and e cient transmission and distribution infrastructure.

Governance Framework

Board of Directors

During FY13, Ratan N. Tata retired as Chairman on November 8, 2012 and stepped down from the Board on December 27, 2012, on account of his retirement. Mr. Cyrus Mistry was inducted on the Board on December 23, 2011 was appointed Chairman w.e.f. November 8, 2012. Mr. Mistry also served on the Board of Tata Power earlier for 10 years (from 1996 to 2006). Mr. A. J. Engineer ceased to be a Director w.e.f. August 27, 2012, on retirement. Ms. Vishakha Mulye was also appointed as an Independent Director of the Company w.e.f. February 28, 2013. The female representation on the Board is 8.3% of and 91.7% are male representatives. The age of 2 Board members lies between the band of 30-50 years and 10 members age is above 50 years. The board members are appointment based on their credentials and there is no discrimination due to caste, creed and sex or minority community or other indicators of diversity.

As on March 31, 2013, the Company's Board of Directors constitutes 12 members, out of whom 3 are Executive Directors and 9 are Non-Executive Directors (NEDs), 2 of which are Non independent and 7 are Independent Directors. These Directors bring in a wide range of skills and experience to the Board. None of the Directors on the Board is a Member on more than 10 Committees and Chairman of more than 5 Committees (as specified in Clause 49 of Listing agreement), across all the companies in which he is a Director.

The commission to Non-Executive Directors is distributed broadly on the following basis:

- Number of meetings of the Board and substantive Committees of the Board attended
- Role and responsibility as Chairman/Member of the Board/Committee
- Individual contributions at the meetings
- Time spent other than in meetings relating to the operations of the Company

The Company pays remuneration by way of salary, perquisites and allowances (fixed component) and commission (variable component) to the Managing Director and the Executive Directors. Salary is paid within the range approved by the Members. Annual increments effective 1st April each year, as recommended by the Remuneration Committee, are placed before the Board for approval. The ceiling on perquisites and allowances as a percentage of salary is fixed by the Board. Within the prescribed ceiling, the perquisite package is recommended by the Remuneration Committee and approved by the Board. Commission is calculated with reference to the net profits of the Company in a particular financial year and is determined by the Board on the recommendation of the Remuneration Committee at the end of the financial year, subject to overall ceilings stipulated in Sections 198 and 309 of the Companies Act, 1956. Specific amount payable to such Directors is based on the performance criteria laid down by the Board which broadly takes into account the profits earned by the Company for the year.

Committees of the Board

The Committees of the Board of Directors focus on certain specific areas and make informed decisions in line with the delegated authority. Each Committee of the Board functions according to its role and defined scope.

Audit Committee of Directors

The Composition of the Audit Committee is consisting of a Non-Executive, Independent Director as Chairman and 2 other Non-Executive, Independent Directors. These members have requisite expertise of Business / accounting / related financial management.

The terms of reference, role and scope are in line with those prescribed by Clause 49 of the Listing Agreement with the Stock Exchanges. The Company also complies with the provisions of Section 292 A of the Companies Act, 1956 (the Act) pertaining to Audit Committee and its functioning. The Board delegated the following powers to the Audit Committee:

- To investigate any activity within its terms of reference
- To seek information from any employee
- To obtain outside legal or other professional advice
- To secure attendance of outsiders with relevant expertise, if it considers necessary

Shareholders'/Investors' Grievance Committee

The Composition of the Shareholders'/Investors' Grievance Committee (IGC) is consisting of a Non-Executive, Independent Director as Chairman and 2 Executive Director as members. In accordance with Clause 49(IV)(G)(iv) of the Listing Agreements with the Stock Exchanges, the Board has authorised Company Secretary and Compliance Officer, and Head – Corporate Legal, to severally approve share transfers / transmissions, in addition to the powers with the members of the IGC. Share Transfer formalities are regularly attended to and at least once a fortnight. All investor complaints which cannot be settled at the level of Company Secretary & Compliance Officer are placed before the Committee for final settlement.

Remuneration Committee

The Composition of the Remuneration Committee is consisting of a Non-Executive, Independent Director as Chairman and 2 other members are Non-Executive, Non-Independent Directors.

Remuneration Committee Charter - At its meeting held on February 10, 2012, the Board adopted the Remuneration Committee Charter.

Objectives of the Remuneration Committee - The Remuneration Committee shall discharge the Board's responsibilities to shareholders, the investment community and other stakeholders with respect to:

- Recommending to the Board the remuneration to each Director
- Setting the performance standards in terms of Triple Bottom Line i.e. Economic, Environment & Social performance, budgets and targets for the executive team of the Company
- Setting the compensation and performance bonuses of the Company's executive officers
- Overseeing the Company's Human Resources and People strategy
- Performing such other duties and responsibilities, as may be consistent with the provisions of the Charter

Executive Committee of the Board

The Executive Committee of the Board comprises of Chairman, 1 Non Executive - Non Independent Director, 2 Non-Executive - Independent Director, and 3 Executive Directors including Managing Director. This Committee covers a detailed review of the following items before being presented to the Board:

- Business and strategy review
- Long-term financial projections and cash flows
- Capital and Revenue Budgets and capital expenditure programmes
- Acquisitions, divestments and business restructuring proposals
- Senior management succession planning
- Any other item as may be decided by the Board

Nominations Committee

The Company's Board of Directors comprises of professionals with expertise in their respective fields and industry. The Nominations Committee makes recommendations regarding composition, qualifications and expertise of the Board & its committees and would therefore identify Independent Directors to be inducted to the Board from time to time and take steps to refresh the composition of the Board.

The Nominations Committee comprises of a Non Executive- Independent Director as Chairman, 1 Non Executive - Non Independent and 1 Non Executive - Independent Director. This Committee makes recommendations regarding composition of the Board and would therefore identify Independent Directors to be inducted to the Board and take steps to refresh the composition of the Board from time to time.

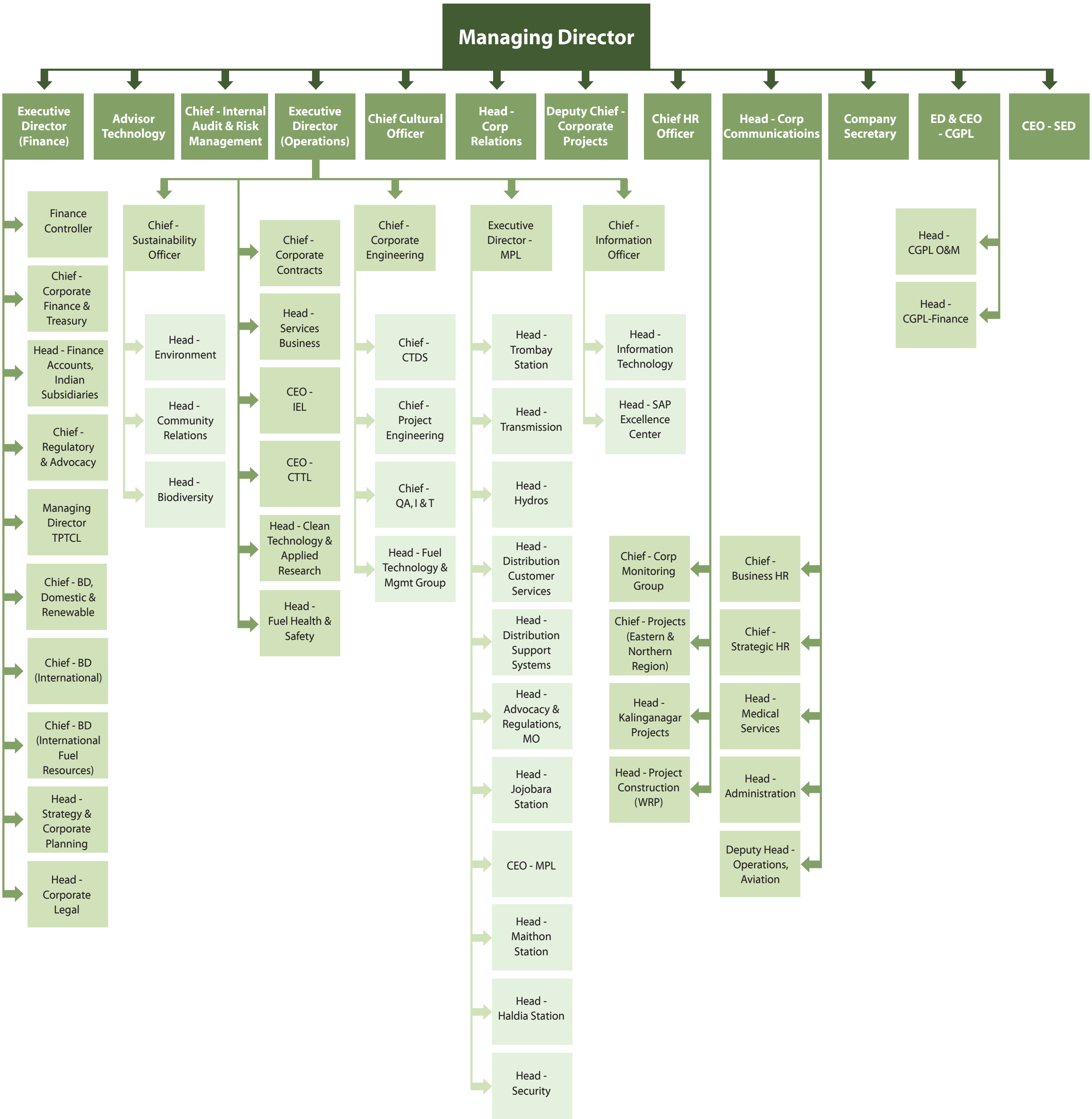
Ethics and Compliance Committee

In accordance with the Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 1992, as amended (the Regulations), the Board of Directors of the Company adopted the Code of Conduct for Prevention of Insider Trading and the Code of Corporate Disclosure Practices (the Code) to be followed by Directors, Officers and other employees. The Code is based on the principle that Directors, Officers and employees of a Tata Company owe a fiduciary duty to, among others, the Members of the Company to place the interest of the Members above their own and conduct their personal securities transactions in a manner that does not create any conflict of interest situation. The Code contains regulations for preservation of price sensitive information, pre-clearance of trade and monitoring and implementation of the Code. In terms of this Code, a Committee has been constituted called 'Ethics and Compliance Committee' comprising of a Non Executive – Independent Director as Chairman and 1 Executive Director. The Executive Director (Finance) is the Compliance Officer to ensure compliance and effective implementation of the Regulations and also this Code across the Company.

Organisation Chart

The Board of Directors are the apex governing body in Tata Power responsible for developing and executing the Corporate Governance. However, for smooth business operations the Board entrust the operational power to Managing Director and oversees the management decisions. Executive Directors of Operations and Finance ensure effective implementation of Board decisions, and report to the Managing Director. At the Annual Strategy Meet, the MD formulates new strategies and reviews the progress of the business strategies implemented at various departments. The Chief's at various departments are responsible for Strategy Deployment; thus cascading the strategies to the next levels and the Head's at the Corporate as well as generating stations ensures smooth functioning of the day to day activities as per the Balance Score Card.

Organisation Chart



Corporate Governance Policies

The Corporate Governance policies are comprehensive and forward-looking. These policies cover areas ranging from Media Policy to Human Rights to Green Supply Chain Policy. All the policies are reviewed on an annual basis. List of major policies are enumerated below and others are covered under definite chapters in the report:

- Tata Code of Conduct for Prevention of Insider Trading and Code of Corporate Disclosure Practices
- Code of Conduct for NEDs
- Tata Code of Conduct
- Business Dealings Policy
- Whistle Blower
- Info Security
- IT Policy
- Gift Policy
- Customer Service Policy

Risk Management

Tata Power has laid down Risk Management Procedure to move beyond simple compliance, to invest in creating a culture that leads employees to act as stewards of corporate value. A detailed six step process of Risk Management is being followed in Tata Power since 2004. They are:

- Risk Identification
- Risk Categorisation
- Risk Quantification
- Mitigation Planning
- Risk Register
- Risk Monitoring

Tata Power has an identified Risk owner/Champion for each Risk area, who reports into the Risk Management Sub-Committee (RMSC). The Risk Owners are given adequate training on Risk Management. The Risk Management sub-committee reviews the risk plans and action taken on a bimonthly basis and also identifies new risks. There are 8 Risk Management sub-committees. The Risk Management sub-committees report into the Risk Management committee (RMC) which reviews the Risk Matrix & Risk Management Policy on an annual basis and also conducts a quarterly review of risks & action taken. The Risk Management Committee reports into the Audit committee who approves the annual review of the Risk Matrix and the Risk Management Policy. They are also updated on the Major risk areas on a quarterly basis. The audit committee, which consists of members of the board of directors, reviews the Risk Matrix & Risk Management Policy annually during the board meeting.

The major risks have been classified based on residual value of the risk and Tata Power has classified 11 categories of risk:

- Fuel
- Regulation & legal
- Environment & Safety
- Competition, Strategy & Growth
- Assets & catastrophe
- Human Resources
- Financial
- Technology
- Governance
- Projects
- Investments

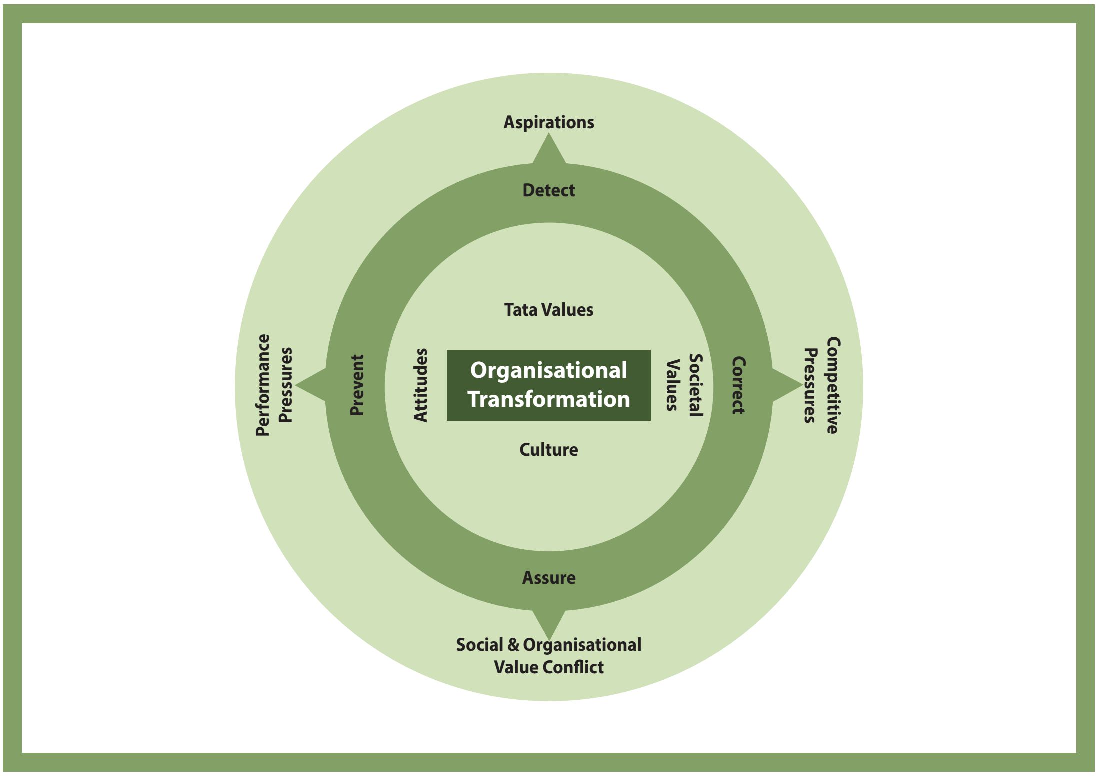
All identified risks are given a financial impact and probability. The value of the risk is determined to concentrate on high value risks. Mitigation plans are made and mitigation actions are defined. Tata Power has a web based risk management system for recording the risk plans and tracking actions taken on the mitigation measures. System reminders are sent for updating action taken.

A Risk Management Policy has been framed since 2006 and is reviewed and revised on an annual basis. The Risk Management Policy is reviewed by the RMC, Audit Committee and the Board. The Policy details the process followed in the Company and also the roles of the Risk Owner, Chief Risk Officer, RMC and RMSC.

Ethics & Compliance

The concept of business ethics necessitated a set of standards by which an organization regulates its behaviour in terms of what is legitimate and acceptable in the pursuit of achieving the Corporate goals. The King Report on Corporate Governance, 2002 that has send ripples in Corporate arena, articulates the fruits of being ethical and its direct correlation with the goodwill of the Company.

Tata Group chalked out the Tata values of integrity, understanding, excellence, unity and responsibility in the form of Tata Code of Conduct (TCoC). Group articulated and deployed TCoC in 1998 with the manual that acts as guidance for all the group companies. The TCoC is a comprehensive document that forms an ethical road map for Tata employees and companies, and provides guidelines by which the Group conducts its businesses. It continuously endeavours to strike the balance between aspirations of stakeholders, value conflicts, competitive and performance pressures while being supported by Tata values. In the reporting year, 97 complaints were received from employees, vendors & society and approx 95% were resolved. There was no complaint on Child labour, forced labour or involuntary labour. Out of 97, there were 2 cases of Sexual Harassment and 6 of discriminatory employment. These cases were registered and got resolved as there was no merit associated to them.



Towards Institutionalising Ethics

TCoC enables Tata Power to embark on a path of ethical Corporate and personal conduct and ensures the company's activities are aligned with the requirements of this manual. The manual aims at the following:

- Guide in addressing current and future challenges
- Provide approaches to prevention, detection, correction and assurance
- Establish the relevance of the codes in day to day work undertaken by employees
- Suggest roles and responsibilities of the Board of directors, senior leadership, Ethics counsellors and employees

TCoC is also applicable to Tata Power subsidiaries, its executive directors, employees, contract employees and also to all the third parties representing /dealing with Tata Power, thus covering 100% of its operations. TCoC also incorporates clauses pertaining to corruption, bribery etc and employees are trained on these clauses from time to time. This comprehensive document lays down guidelines on to insider trading and disclosures to be made while handling Company shares. These codes are in line with the requirements of SEBI.

The Board has also laid down separate Codes of Conduct for non Executive Directors and Senior Management personnel of the Company. All Board Members and Senior Management personnel have affirmed compliance with the Code of Conduct. The Managing Director has also confirmed and certified the same. All employees of Tata Power are governed by Tata Code of Conduct and every business transaction has to be performed maintaining ethical standards. Apex Committee on Ethics meets at regular intervals to provide guidelines for implementation of TCoC and resolve ethical concerns.

Tata Power has appointed the Chief Ethics officer who is responsible for the role delineation for the top leadership team. The ethics officer assures, on behalf of the Company, compliance with the code not just in letter but also in spirit and sets up the tone of organizational integrity from the top to bottom. There are also designated Ethics counsellors in each location. Young Ethics Ambassadors have been appointed for increasing communication with the younger generation. These counsellors and ambassadors are responsible in assisting the senior leadership in discharging their responsibilities pertaining to TCoC. They identify, monitor and control measures of ethical system effectiveness.

Management of Business Ethics

In a rapidly changing world, the imperative is to continually keep the radar switched on at the 'outside-in' perspectives of 'what and how' to perform individually and collectively as a business. In TBEM assessments there exists an established and independent criterion for assessing the governance practices. Besides the TCoC, Tata companies are also guided by the four pillar framework of Leadership, Compliance Mechanism, Communication & Training and Measurement. In order to implement the four pillar framework, an implementation booklet was articulated in 2008. This booklet elucidates how each pillar can act as a process lever in deploying the business ethics processes.

There are various initiatives under the umbrella of ethics given below:

Ethics Snippets

The ethics department launched a new initiative of mailing Ethics Snippets through emails. It was started in June 2012 to enhance the culture of ethics and to reaffirm the belief on & conformance to Tata Code of Conduct.

Ethics Week Celebration

Every year Ethics Week is celebrated in Tata Power starting on 3rd March, Founder's Day. Ethics week was celebrated across the Company in March 2013. The celebrations started with paying homage to the Founder and taking the Ethics Pledge. A live telecast was also conducted wherein Managing Director and senior leaders address all the employees. Senior leaders, Local Ethics Counsellors and Ethics Ambassadors conducted sessions at various locations. Some external speakers were invited to speak on different ethics related topics. Four web based Tarang sessions were also conducted during the week for employees across the organisation. Employees & their children participate in competitions like poetry, slogan, poster making, video-making, quiz, mumble jumble, poster making and story writing. The enthusiasm and creativity with which employees and their families participate indicates the significance of ethics in our personal and professional lives. Ethics learning were also extended to vendors and customers through Vendor meet at Trombay and Bhira and a Customer meet.

Anti-corruption Policies

Anti corruption and Bribery are the topics which affect us as citizens of India in our day to day personal as well as professional lives. The corruption and bribery are prohibited as per the Tata Code of Conduct and against the ethical values which Tata Power cherishes. It is deemed any act of Corruption to be non-negotiable and strict action is taken against anyone found indulging in such unethical acts. Corporate Governance & Business Ethics are mandatory part of employee's induction process. Articles on Anti-corruption are made on a quarterly basis and shared across the company through our intranet site 'Sangam'. No incidents of corruption were found during the reporting period and 100% business units were analysed for risks related to corruption.

> *"We have come to recognize that no wealth or power can be more valuable than our dignity; no loss of profit can be more critical than loss of credibility; no skills or qualification can substitute the integrity of our character."*
>
> *– JRD Tata*

Compliance

The Company is in accordance with all the requirements of regulatory authorities. During the reporting period, there were no instances of non-compliance and demonstration of anti competitive behaviour, antitrust and monopoly practices by the Company. There were no fines incurred from any regulatory authority for non-compliance of laws. However Jharkhand State Pollution Control Board (JSPCB) issued a notice for ensuring better environment monitoring to MPL. The Company is working on the improvements suggested by JSPCB.

Public Policy Advocacy

Tata Power is a member of various institutions/ non government organisation, industry association, and chambers etc to keep update on various issues related to industry as well as for the welfare of the staff. The Company has memberships of the following:

- National Safety Council
- Natvar Parikh & Co
- Bombay Gymkhana Ltd.
- The Willingdon Sports Club
- The Indian Hotels Co. Ltd.
- IEEMA Journal
- Association of Power Producer
- Bloomberg Data Services India Ltd
- Goregaon Sports Club
- Mumbai Cricket Association
- Confederation of Indian Industry

- Drive India Enterprise Solution
- Bombay Chamber of Commerce & Industries
- Indian National Suggestion Schemes
- TCB Conference Board (I) Pvt Ltd
- India Infrastructure Publishing
- All India Management Association
- Living Media India Ltd
- The Institute Of Internal Auditors
- Municipal Corp of Greater Mumbai
- The Cricket Club of India Ltd.
- The Bombay Presidency Golf

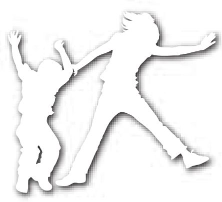
Tata Power actively contributes to public policy by engaging with trade and industry associations. However, the Company doesn't involve in any lobbying activities. Some of the major participations in public policy advocacy by the top management are listed below:

Managing Director

- Member of the Advisory Board- India Energy Exchange Limited
- Member of Managing Committee - Bombay Chambers
- Chairman - National Committee on Power (CII)
- Member Steering & Advisory Group on the subject Climate Change - ABPS Infrastructure Advisory Private Limited
- Member - Associate of Power Producers (APP)
- Member of Task Force on Public Private Partnership (PPP) - Planning Commission, GoI
- Member of Govt - Industry Joint Task Force - Commerce and Industry Ministry, GoI
- Member - CII National Committee on Infrastructure
- Chairman - India Energy Forum

Executive Director (Operations)

- Member of Computer Society of India (CSI)
- Member of Institute of Electrical and Electronics Engineers (IEEE)



An Era of Sustainable Business

An Era of Sustainable Business

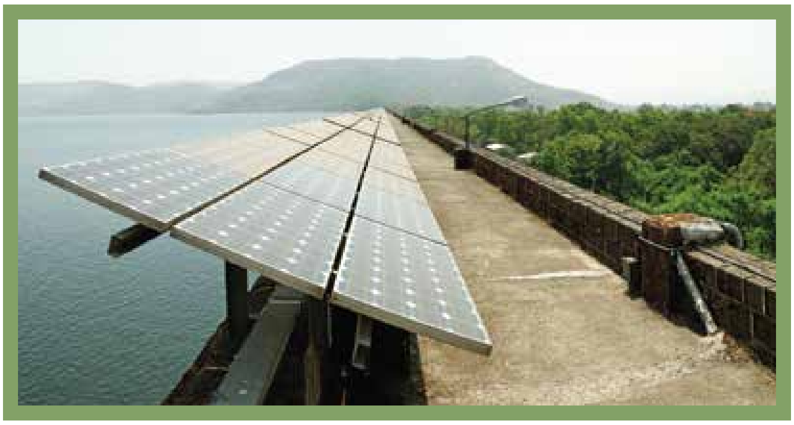
Tata Power holds a reputation for its trustworthiness built-up over many decades. With a powerful vision to be the most admired Integrated Power and Energy Company delivering sustainable value to all stakeholders, Tata Power surges ahead into its Centenary year in 2015.

When setting up a power Company, the founder Jamsetji N Tata had a vision of 'Clean, Cheap & Abundant power is one of the basic ingredients for the economic progress of a City, State or Country'. The great visionary thought of hydro power generation in times when the concept was beyond imagination in India. Successive generations of leaders have never deviated from his philosophy of "Conducting Business in a Responsible Manner", which captures the very essence of the ideology of Sustainability.

Tata Power's approach to Sustainability

Tata Power has always set a standard in adopting sustainable practices in business. In fact, it has accepted sustainability challenge in a broader sense, wherein sustainability encompasses a much wider spectrum of behavior and resilience towards environmental, social, and financial factors. The Company believes in, **Sustainability is not a skill but an attitude**; and by maintaining that Tata Power can drive a positive change among the stakeholders. The sustainability leadership has been responsive to changing scenario and conceptualized a model known as **Leadership with Care**. The value of Leadership with Care has been ingrained in actions and helped, not only in rising to emerging challenges but also in translating them into opportunities. Sustainability has been strategically integrated in all business operations and decision-making processes and workforce is sensitized and aligned to the cause. The Sustainability Policy of Tata Power integrates Economic progress, social responsibility and environmental concerns with an objective of improving quality of life.

The Company has committed to strengthen its ongoing dialogue with our employees and stakeholders and create greater awareness among them on sustainability related issues. It has always strived bring about an optimistic change in the local community that resides around its facilities as well as the society in general.



Decade of Sustainability Reporting

In the past decade, there was a widespread acceptance among the stakeholders that climate change is a serious problem, which must be tackled by companies as well as by governments and citizens. At the same time, globalization has created challenges that require companies to look at the world through a broader lens than the purely financial one. This led to the conception of Global Reporting Initiative, The Netherlands in 1999. It emerged on the crest of the Sustainability movement and is a descendent of the social movements of 1970s. GRI is an internationally accepted framework for disclosing on the Triple Bottom Line performance of a Company.

TATA POWER

TATA

CORPORATE SUSTAINABILITY POLICY

At Tata Power, our Sustainability Policy integrates economic progress, social responsibility and environmental concerns with the objective of improving quality of life. We believe in integrating our business values and operations to meet the expectations of our customers, employees, partners, investors, communities and public at large

- We will uphold the values of honesty, partnership and fairness in our relationship with stakeholders
- We shall provide and maintain a clean, healthy and safe working environment for employees, customers, partners and the community
- We will strive to consistently enhance our value proposition to the customers and adhere to our promised standards of service delivery
- We will respect the universal declaration of human rights, International Labour
- Organization's fundamental conventions on core labour standards and operate as an equal opportunities employer
- We shall encourage and support our partners to adopt responsible business policies, Business Ethics and our Code of Conduct Standards
- We will continue toserve our communities:
    - By implementing sustainable Community Development Programmes including through public/private partnerships in and around our area of operations
    - By constantly protecting ecology, maintaining and renewing bio-diversity and wherever necessary conserving and protecting wild life, particularly endangered species
    - By encouraging our employees to serve communities by volunteering and by sharing their skills and expertise
    - By striving to deploy sustainable technologies and processes in all our operations and use scarcenatural resources efficiently in our facilities
    - We will also help communities that are affected by natural calamities or untoward incidence, or that are physically challenged in line with the Tata Group's efforts
    - The management will commit all the necessary resources required to meet the goals of Corporate Sustainability.

Tata Power shouldered the responsibility of being an organization with Sustainability as its strategic pillar, since 2003. The Company is built on values, adopting the finest practices in Sustainability space. Tata Power was among few initial Indian companies to have adopted Global Reporting Initiative guidelines thus responding to the new trend of Sustainability reporting. The 1st Sustainability Report was based on GRI G2 guidelines. However, Company is well compliant with the United Nations Global Compact principles and submits the Communication on Progress (CoP) every year. Tata Power continues to engage with UNGC to ensure effectiveness and communication of the principles in developing economy like India. The second report came out in 2008-09 and the latest being the 2010-11 report entitled Powering a Greener Tomorrow. The theme of the previous Sustainability reports were "Responsible Growth and Beyond". It was pertinent that responsible growth can be achieved with strong governance structure that minimizes risk and improves performance. This in turn enhances the stakeholder's trust and secures Company's sustainable future. All the reports received an Application level check of A+ from GRI. With the current report of FY 12-13, Tata Power enters into a new league of completing a Decade of Sustainability Reporting from 2003-2013. Tata Power reporting journey ran parallel with the evolution of GRI G2 guidelines in 2002 which was also reported in 2003.

Tata Power has tied up with various institutions involved in research in the renewable energy space, piloting projects in geo thermal energy, solar concentrators, biomass gasification and more. Through these initiatives, the Company seeks to empower the green economy. Tata Power continued its strides towards making the business operations more sustainable through participating in the Combat Climate Change (3C) initiative that takes the holistic view of climate change issues. Energy Conservation is not only practiced within the Company but also spreads its wings to cover the other stakeholders who are directly or indirectly involved with organization. Tata Power is committed to deliver care to its customers and reliable supply of power through its unique islanding facility.

Sustainability has been more prominent on the corporate agenda of Tata Power. Broadly defined as operating in a way that preserves the long-term quality and productive capacity of both the natural and social environment in which a Company operates, Sustainability is now rapidly emerging as an important part of corporate business strategy. At Tata Power, Sustainability is seen as a competitive advantage. This has intensified focus for the coming decades. It therefore gave itself onerous challenges to prepare not just for tomorrow but also for the next century of Sustainability. These challenges include strengthening the procedures and practices systematically and deepening understanding of current and potential gaps/risks, Tata Power must rapidly bridge before the next phase of the exponential growth, and adding to India's development. It is a matter of great pride that the Company has unique and inclusive Sustainability model of **"Leadership with Care"** together with its focused Community Relations initiatives contributing meaningfully to the Millennium Development Goals enunciated by the United Nations.

To further integrate sustainability and strengthen the governance structure, Tata Power formed Sustainability Advisory Council (SAC) that consists of members from Top management including Chief Sustainability Officer (CSO), ex Managing Director, an Independent Board Member and National & International expert from civil society who have expertise in the field of Environmental Management, Biodiversity & Climate Change as well as Community Relations. This is chaired by the Managing Director and challenges the organization strategies on these issues and also guides them to formulate improved approaches. Tata Power has defined its Sustainability Policy and laid down processes for the same.

It has further strengthened the governance mechanism by creating a Corporate Sustainability Committee (CSC) at Corporate level, to drive Tata Power's Sustainability agenda of Leadership with Care and Divisional Sustainability Committees (DSC) at all generating stations instrumental in driving the Sustainability performance at various generating stations. Tata Power also collaborates with various industry associations, consultants to share knowledge, strategize and better manage the sustainability challenges faced by the industry.

At Tata Power, the concept of Sustainability is incorporated into the core of its business and has been expanded to encompass the aspirations and responsibilities to the society and to the environment. It is this concept that inspires to optimize the business performance to tackle the new and growing challenges of Sustainability.

Tata Power strives to lead in sustainability by taking it into account in everything being done. The Company is committed not just towards strong bottom & top line, but also towards leaving a deeper imprint on the society as a whole. All the actions are aimed towards this larger goal by introducing initiatives that gives the consumers better safety; by operating in a manner that minimizes its impact on the environment and lending a helping hand to the neighbouring community.

The year gone by was also a tough one for the economy and industries, strain on power business and even threatened to slow down growth rate. During such troubled times, it's only natural for companies to lose sight of sustainability initiatives in the quest for business success. Tata Power believes that financial performance and Sustainability go hand in hand and can never be separated. The Company has a long history of taking Sustainability into account in the way business is done every day. Tata Power continues to place a strong emphasis on societal needs, while addressing environmental issues with increased significance.

Tata Power has grown with India and its people as it expands its global footprint, it is also matching its business growth with addressing societal needs wherever it operates and thereby touching the lives of a several people and overcoming challenges along the way. The Company will strive to fix and meet more stringent goals while progressing on the road to establishing a more socially meaningful enterprise.

Tata Power was a proud recipient of CII ITC Sustainability Award, 2012 as well as Sustainability Plus rating for strong commitment in terms of its policy and processes. This is a testimony of the Company's effort on Sustainability. Mr Anil Sardana, Managing Director received the coveted award from the President of India, Mr Pranab Mukherjee.

Sustainability Strategy

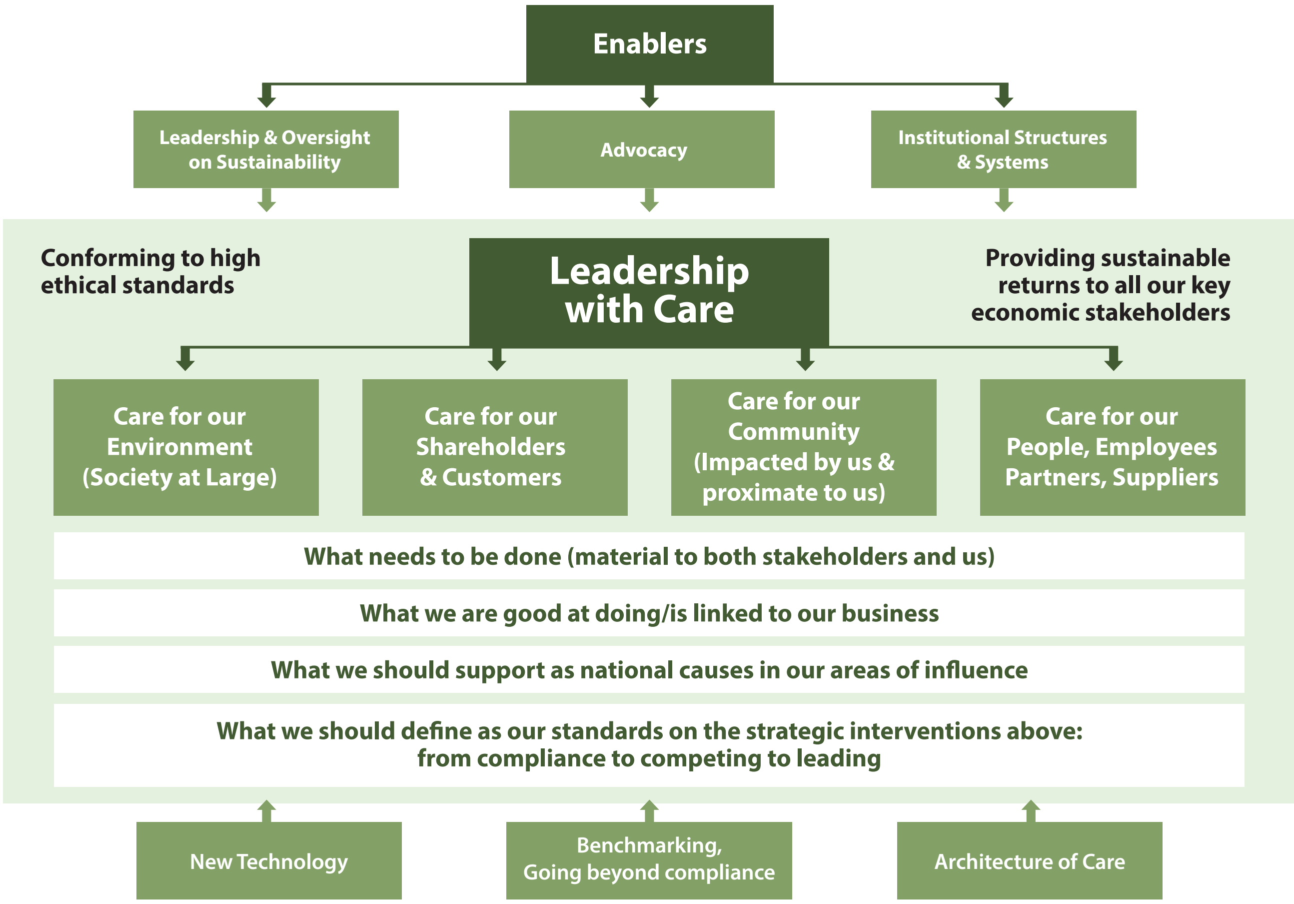
Tata Power Sustainability Strategy covers four key elements, drawing reference from the well established triple bottom-line concept (profit, planet and people).

- **Economic:** The economic well-being and prosperity of the organization – both today as well for the future to remain a relevant player in the industry and country
- **Environmental:** The environment footprint of the organization in terms of GHG emissions, water consumption and discharge, SO_2, NO_x and particulate matter, etc.
- **Social:** Promoting well-being in the community and society that the Company operates
- **Cultural:** Create a culture in and out of the organization which can keep its people connected to values

Tata Power embodies the Tata Group's philosophy of building strong Sustainable business that is firmly rooted in the community and demonstrates "Leadership with Care". We will look beyond its sacred values with an eye towards Sustainability, by strengthening the Triple Bottom Line performance. Mr. S. Padmanabhan, Executive Director (Operations).

Sustainability Model

The Sustainability Model of Tata Power covers the entire range of Stakeholders. Tata Power has instituted 'Care' as one of the values in the organisation which entrust Care for Environment, Care for Community, Care for Customers, and Care for People i.e. employees, shareholders, suppliers, partners etc.



Sustainability Governance

Sustainability is a permanent agenda for the top management at Tata Power. It has constituted a Corporate Sustainability Department, the core for driving Sustainability performance i.e. Economic, Environment and Social under the leadership of a Chief Sustainability Officer who reports to Executive Director (Operations). It provides awareness, training, guidance as well as responsible for compilation of data and publication of Sustainability report.

For facilitating deeper integration of Sustainability Tata Power has formed the following:

- Sustainability Advisory Council (SAC)- Oversight & Guidance of Sustainability Strategy, chaired by Managing Director
- Corporate Sustainability Committee (CSC)- Framing Sustainability Policy & Driving Sustainability Performance with reference to reporting framework and identifying linkage of different departments for Sustainability Reporting, chaired by the Executive Director (Operations)
- Divisional Sustainability Committee (DSC)- Driving Sustainability initiatives & enhancing Reporting Performance at all generating stations including major subsidiaries

Sustainability Integration across Tata Power, CSC

Sustainability Survey

An internal Sustainability Survey was conducted in Jan 2013 by the Corporate Sustainability department for op and Senior management. The Survey was conducted with the intent of measuring the level of maturity of Company's Sustainability practices and to strengthen reporting while integrating Sustainability agenda with overall Vision, Mission and Business Strategy.

The objective of the survey was to:

- Collectively drive the Sustainability agenda and create a common understanding
- Get new avenues of thinking on the subject and be ahead of industry peers for benchmarking

The Sustainability Survey was designed in-house based on the current Sustainability trends & practices consisting of 15 questions. It was circulated among 95 target respondents, personnel from Top management and senior management. The response rate was 54%. Survey Highlights for major questions are given below:

1. What are the top 3 business challenges for the Company for next three years?

The above graph illustrates the business challenges that, according to the respondents, Company will be facing in next 3 years. Research findings illustrate the following top 3 trends:

- Company needs to address the Sustainability related threats and opportunities
- Organizational driven Sustainability initiatives to be strengthened
- Focus on the Manpower planning and talent acquisition

2. What extent the following considerations factor into the Company's definition of sustainability?

The chart elaborates on the respondents understanding of constituents that form the basis for Sustainability definition for the Company. As per the Research findings the top 3 areas that factored into the definition of Sustainability are:

- Environmental concerns
- Long term perspective
- Economic performance

3. What extent is the Company engaged in each of the following activities?

The graph describes the top Sustainability resolution trends for the Company. Key findings show the respondents observation on top 3 trends related to Sustainability:

- Sustainability risks factored in the Enterprise Risk Management
- Operational efficiencies
- Enhanced Sustainability Awareness

4. How do you expect the Company's commitment to sustainability change in the year ahead, in terms of management attention and investment?

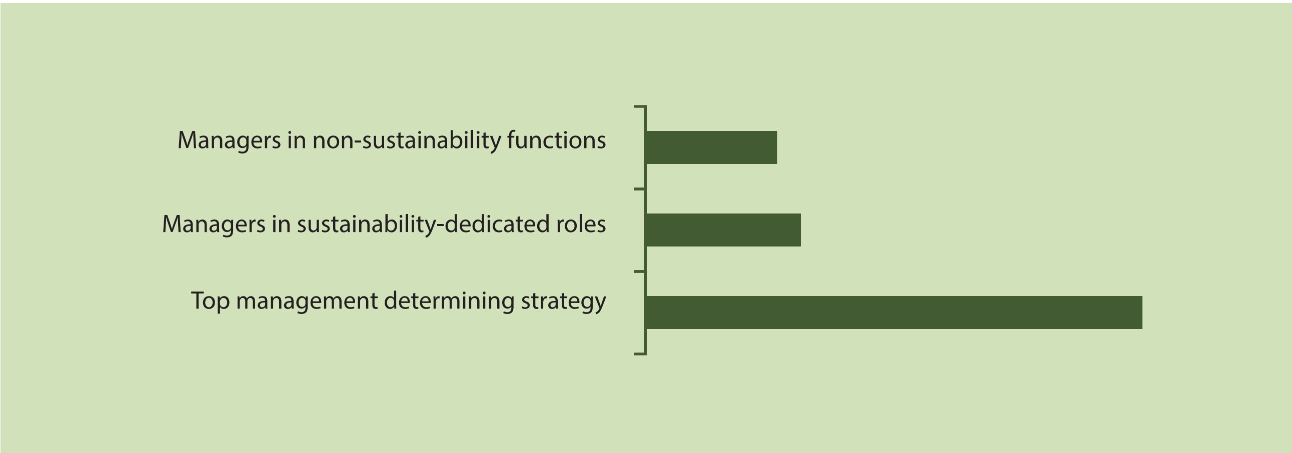
The chart explains that in coming years there will be higher commitment both in terms of Top management attention and investments on Sustainability front.

5. How influential is each of the following in driving the Company's Sustainability agenda?

The graph elaborates about the forces behind driving the Sustainability agenda of the Company, according to the respondents. There is a mix of internal and external forces that makes the Sustainability agenda stronger, which is as follows:

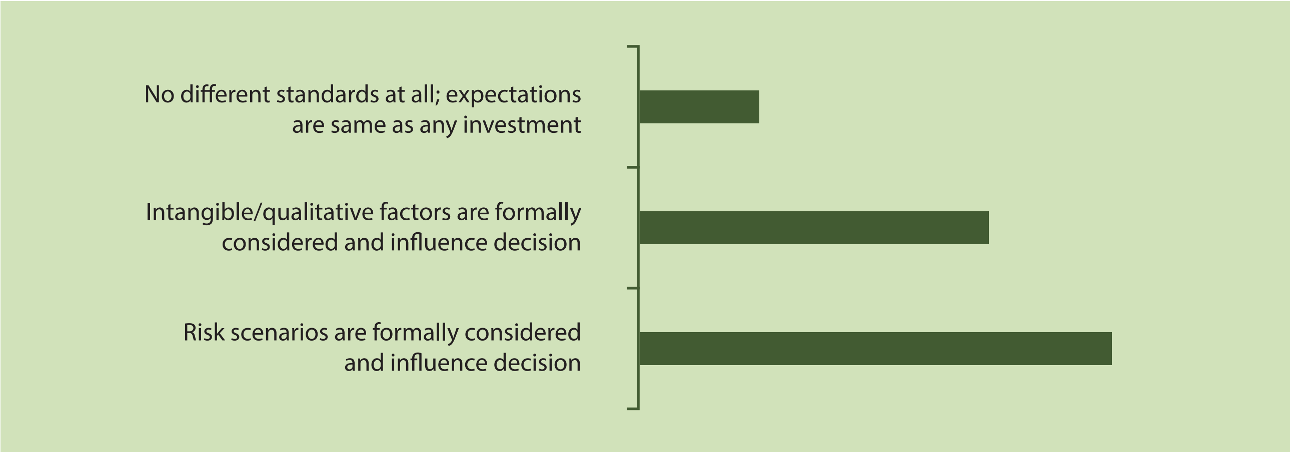
- Senior Management
- Government and Regulators
- Investors/ Shareholders and Capital providers

6. As per your views, who in the Company facilitates sustainability into business decision making?



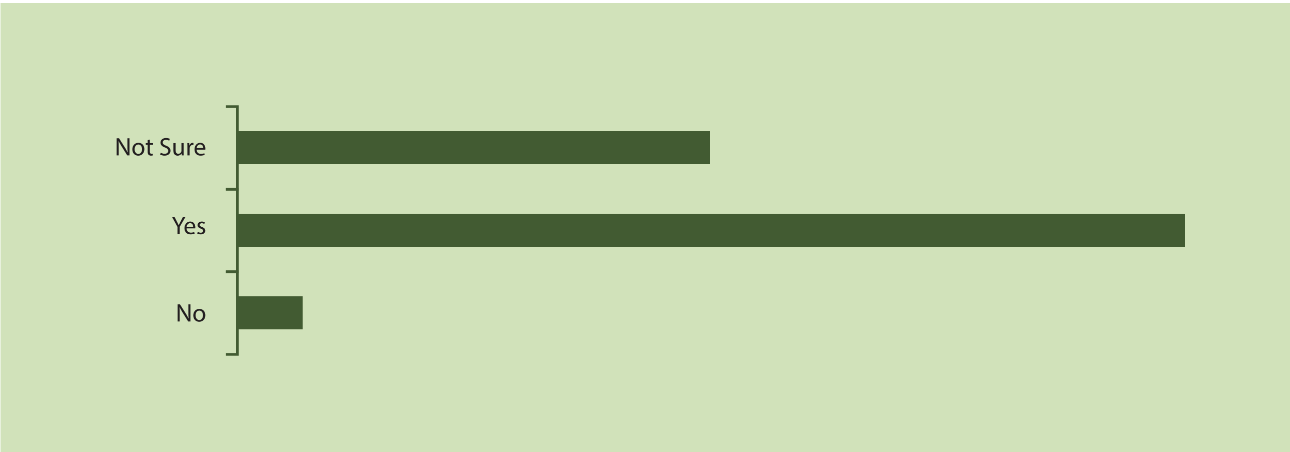
63% respondents described that the Top management commitment on Sustainability will percolate across organization.

7. **When deciding on sustainability-related investment, which financial implication or standards the Company follows?**



The results illustrates that the risks (climate change, non compliance, etc) and their financial implications are well considered in the decision making process

8. **Overall, has the Company developed a clear business case or proven value proposition for addressing sustainability?**



This result demonstrates a clear business case for addressing Sustainability and measurable pay offs from Sustainability initiatives.

Conclusions

The Survey finding reveals that;

- Senior leadership asserts high influence in driving Sustainability agenda and recognizes the bottom line benefits due to effective Sustainability initiatives
- Sustainability is a permanent fixture in Top Management agenda and core to the business
- Sustainability facilitates in enhanced brand reputation, reduced risk and increased competitive advantage

Materiality

Materiality is the foundation which characterizes Tata Power's sustainability initiatives. Material Issues are those that should be in sync with business strategy and capable to make a major difference to an organization's performance. The material issues time & again interests a Company's stakeholders like investors, communities etc.

In 2011 a detailed Stakeholder Engagement & Materiality exercise was conducted to identify the core material issues to the business. As a result of this study 39 material issues were identified for Tata Power out of which 5 critical issues were prioritized to be addressed in short term, considering the type of industry, the political scenario for coal allocation and the business needs. The other issues are also getting addressed separately. The 5 Material issues for the Company in order of their significance to Tata Power are:

1. Coal Accessibility

In India, independent power producers have been affected because of the prevailing fuel shortage scenario. Ensuring a stable, dependable and cost effective fuel supply is a high priority for power sector. Being the India's largest integrated power Company, Tata Power's contribution to serve the ever increasing demand for electricity is unmatched but on the contrary its footprint on the natural resources can't be disregarded. Though Tata Power is diversifying into renewable, most of the electricity generation is via Thermal plants which depend on fossil fuels like Coal, Oil & gas. Renewable sources of energy not only have the minimum impact on the environment but are also viable solution for addressing the power requirements in remote parts of the country where it is not feasible to extend the grid. The strategy is to achieve installed capacity of 26000 MW by 2020, for which the need is to congregate attention to renewable. It is important to make the right choices in selection of technologies that would enable the plants to operate in energy efficient and environment friendly manner. The policy on coal price pooling is a major issue of contention among the policymakers currently, as India is unable to produce adequate coal to address the growing demands in the power sector. The strategic alliance with PT Adaro, P T Samtan & Indo Coal Resources is made to ensure long term access to coal in a consistent manner for Trombay and CGPL. Similarly for MPL, Bharat Coking Coal ltd (BCCL), Central coalfields ltd is providing coal and for Jojobera, Mahanadi coal Ltd and Tata Steel coal reject is used.

2. Water Management

Water is one of the important resource for the process of electricity generation. The availability of water is fundamental for operating in power sector. Water is used in vast amounts for cooling tower, ash & coal handling, demineralization etc in power generation. The major problem is the non judicious use of water as it is a depleting natural resource and requires conservation. The tribulations of water access will aggravate in future due to global population increase and effects from climate change. The water accessibility risk is a major material issue for which Tata Power has set measures to evaluate the performance in water consumption and thus enable conservation.

After Agriculture, Industry is the second largest user of water. Thermal Power plants are also the largest user of water among other Industries. This is required for cooling. Hydro also uses it for power generation and later this is used for irrigation, drinking water, etc. There is also a growing realization amongst the Corporate to conserve water and minimize the use of water through water harvesting, wastewater treatment and reuse.

Water consumption figures vary from 1.7 to 8.0 m^3 /MW. This is mainly due to the variation in size, age and the type of the plant (either coal based or gas based), type of water circulation (once through system or cooling tower based), dry ash handling system or wet ash handling system, provision for ash water recycling, etc.

Though, there is increase in absolute water consumption due to expansion of busines Specific consumption has not increased in last 5 years due to change in technology adopted for reduction in specific water as well as 100 % utilization of treated waste water. Average cost of water varies from state to state depending upon availability and quality of water. Average cost of water in city like Mumbai was ₹ 25.00 / M^3 till last year and this has increased to ₹ 40 / M^3 this year. The average cost of water in Jharkhand is ₹ 5.5 / M^3. Certainly, water is going to be more costly in coming years. Primarily water in Thermal plants is used for cooling purposes and this doesn't change its quality. Even while discharging after the usage, it is ensured that specific temperature level is maintained well below the stipulated regulatory standards to minimize impact on aquatic life.

The strong enforcement of water related regulations is possible for the power sector. The main Water related Risks have been identified as:

- Inadequate availability due to less rainfall in monsoon for Hydro Power
- Regulatory policy w.r.t allocation of water by state

Tata Power have installed Rain water harvesting systems and Sewage Treatment plants at all locations. Zero discharge systems are proposed at all locations. Tata Power plans expansion of projects with optimum utilization of existing infrastructure and reuse, recycle water to the extent possible. Water availability is one of the main criteria for selection of site for new projects.

Tata Power's thermal power plants at Jojobera, Trombay, Maithon and Mundra are water sensitive. The scarcity of water is identified as Risk and risk evaluation committee identifies mitigation plan for the same. All plants are strictly following the water commitment given by competent authorities for conducting regular business. As per sustainability policy, all plants are continually improving on water usage efficiency by using latest technologies, efficient equipments, treatment of effluents and reusing them. As a comprehensive approach towards water sustainability, Company had completed "Water Footprinting exercise" at two of the locations (Trombay & Jojobera) based on methodology by Water Footprinting Network, Netherlands. Tata Power is first energy sector utility from India to do this exercise. The Water Footprint Accounting of the company was reported in International Finance Corporation, World Bank Group publication entitled Water Footprint Assessment. Water Footprint accounting and Sustainability assessment have led to numerous possible strategic areas that Tata Power could apply in the future. These strategies include recycling blow down water, redesigning the slurry system, cooling tower and condenser improvements, minimising water use for ash management and rain water harvesting for Jojobera plant. For Trombay, the areas for improvement are reuse of condensate to suppress coal dust and recycling boiler blow down water.

3. Climate Change

Climate change preparedness is required by electric utilities for sustaining in a low-carbon future. Tata Power's approach to counter climate change is divided into two major types; **adaptation,** which is aimed to anticipate and prepare for the influence and damage of climate change in the short and long term, and **mitigation**, which is aimed at reducing greenhouse gas (GHG) emissions. Tata Power has responded to both these measures of adaptation such as provision of risk financing and evaluation of flooding risks, and those of mitigation by strategically enhance generation from non carbon emitting sources, environment-friendly procurement and energy conservation etc. Tata Power is capturing inventory of greenhouse gas (GHG) emissions / Carbon footprinting and reporting on the same.

Tata Power is committed to reduce its CO_2 intensity thus reducing the footprint of its operations on the environment. This is line with the strategic intent of generating 20-25% power from non carbon emitting sources. This is further facilitated by revolutionary initiatives like Club Enerji, which is a nationwide movement to educate the youth on measures of Energy Conservation. Greenolution is also one such Brand initiative to Tata Power that drives and motivates employees to take environmental initiatives and rewards good initiatives and their initiators are entitled as Green Heroes.

Tata Power is part of a group of 46 leading international companies working together to develop a global policy framework to combat climate change. The 3C Initiative is a Global Opinion Group consisting of companies from a broad range of industries demanding integration of climate issues in markets and trade called Combat Climate Change (3C) and was launched on January 11, 2007. 3C commits itself to the following set of 4 actions to be undertaken to support development of the transparent policy framework called for in the Roadmap:

- Sharing a deep understanding of the industries work in and identifying the measures with the most impact and the steps needed to gain their full effect
- Working within respective sectors to influence the colleagues and push the development of efficient technology
- Working hard to reduce emissions of businesses and to act as role model for other organizations
- Contribute to minimizing market failures by being transparent and by helping customers make informed choices

4. Stakeholder Engagement

Stakeholders are those categories of individuals, groups, and institutions whose contribution is required for the company to carry out its mission or that, in any case, have an interest at stake in its pursuit. Tata Power has identified all major internal & external stakeholders and engages with them in a periodic manner. Stakeholder engagement is important as this is also conveyed through the Company's Vision & Mission statement so as to become the partner/ service provider & neighbour of choice. Engaging with employees & addressing their expectations lead to employee satisfaction & retention; community engagement helps in negating conflicts. Tata Power's core business and the way it operates determine the identification of its stakeholders and their interests. The mapping with various stakeholders has been highlighted in the Stakeholder Engagement chapter further in this report.

5. Biodiversity

Conservation of terrestrial/ aquatic ecosystems is a priority for Tata Power. So far several biodiversity studies were conducted with the help of external agencies to address biodiversity issues. Few studies that were done are highlighted below:

- **Trombay** area has been declared as an Important Bird Area (IBA) by Bombay Natural History Society and Bird Life International and efforts have been taken by Tata Power to preserve the habitat of ensure immigration of flamingos and other migratory birds in that region
- **Sea Turtle Monitoring at Mundra -** This exercise was intended to assess the status of marine turtle nesting in the vicinity of outfall channel at CGPL. There is a need for such data collection so that the conservation of these species can be planned and implemented

- **Conservation of endangered Mahseer fish -** Simple breeding and hatchery technology is developed for production of fry and fingerlings of Mahseer fish which is endangered species of fish. More than 10 million Mahseer fries have been produced by Tata Power since 1970

Mahseer fish

Commitment to External Initiatives

The Company follows several charters, principles and other initiatives related to Sustainability. Various charters/ principles have been voluntarily adopted by the stations at different points of time and subsequently renewed as per their specific requirements. Some of them are:

Charters/Principles	Description
ISO 9001	Quality Management System
ISO 14001	Environment Management Systems
OHSAS 18001	Occupational Health & Safety Assessment Series
CDP, UK	Carbon Disclosure Project
UNGC	United Nations Global Compact, Communication on Progress (CoP) is submitted for the last 6 years

Tata Power continues to report on GRI guidelines demonstrating its commitment to the concept of Sustainable Development and Sustainability Reporting. It also aligns its social initiatives to the Millennium Development Goals (MDGs) of the United Nations.

Millennium Development Goals	Tata Power's initiatives
Goal 1: Eradicate Extreme Hunger and Poverty	Livelihood Generation programs – Boat Lighting System, Building Gaushala, Employability training, sustainable agriculture initiatives, Water Security
Goal 2: Achieve Universal Primary Education and Corporate Giving	Special Education programs, Computer aided learning centres, teachers' training, development and renovation of primary education infrastructure
Goal 3: Promote Gender Equality and Empower Women	Self Help Groups (SHGs) formed for Women Empowerment; linking SHGs to banks for livelihood generation
Goal 4: Reduce Child Mortality	Mobile Medical Units, Healthcare camps
Goal 5: Improve Maternal Health	Mobile Medical Vans, Special appointment of Gynaecologist in Health Camps, using SHGs to promote awareness on maternal health
Goal 6: Combat HIV AIDS, Malaria & other Diseases	HIV/AIDS awareness programs, training, counselling & treatment for community and employees' families, Water Initiative- Supplying clean drinking water
Goal 7: Ensure Environment Sustainability	Mahaseer- King of Game fish Conservation, Flamingos Study & Preservation, Jan Jagruti Abhiyan, Club Enerji – Conservation club, Greenolution, an in-house initiative – Promise of a greener tomorrow, Turtle studies; promotion of renewable energy
Goal 8: Develop a Global Partnership for Development	Signatory of UNGC, Sustainability Report based on GRI G3.1 guidelines and discloses on the GHG emissions to CDP, UK

In July 2011, the Ministry of Corporate Affairs (MCA) released National Voluntary Guidelines (NVGs) a comprehensive set of guidelines that encompasses social, environmental and economic responsibilities of business with the aim to mainstream the concept of 'Business Sustainability and Responsibility'. The Securities Exchange Board of India (SEBI) mandated top 100 listed companies to report their business performance in the form of Business Responsibility Report (BRR). These guidelines have set out 9 principles on which companies are expected to make disclosures. The progress of Tata Power on these 9 principles of NVGs and BRR are elaborated below:

Principles (NVG)	Policy framework at Tata Power
Principle 1: Ethics, Accountability & Transparency	The Company has a separate Ethics, Risk & Internal Audit function that reports to Audit, Ethics & Compliance committee. The Top Management is also committed and Tata Power has a Board level Audit Committee that oversees the functions of the department. All the activities of the Company are governed by Tata Code of Conduct (TCoC) and we are also signatories of United Nations Global Compact and the Communication on Progress (CoP) is submitted regularly.
Principle 2: Product Life Cycle Sustainability	Environment, Occupational Health, Safety and Sustainability is always in the top agenda of the Company. These are core to the MD's review. Greenolution & Club Enerji are the innovation programs aimed at ensuring energy conservation not only within Company but also for the citizens of the country.
Principle 3: Employees Wellbeing	The Company confirms to the ILO Fundamental conventions. Regular performance reviews are conducted. The policies pertaining to Employee wellbeing are reviewed from time to time.
Principle 4: Stakeholder Engagement	The priority stakeholder groups are identified for engagement. There are function wise policies and systems to effectively engage with the stakeholders. The Company systematically connects with the communities' around its operations and programs like skill development etc. Tata Power regularly connects with various stakeholders such as Customers, employees, industry associations, NGOs, general public, government institutions , media etc.
Principle 5: Human Rights	Tata Power have a Human Rights policy to ensure conformance to fundamental labor principles including the prohibition of child labor, forced labor in all its forms, freedom of association and right to Collective bargaining and protection from discrimination. The suitable practices and policies are also adopted to ensure conformance to ILO fundamental conventions. Priority stakeholders like employees, security staff and suppliers/contractors are encouraged to follow the principles. All third party contractors/ supplier are encouraged to duly sign the TCoC. Tata Power also affirms commitment to Universal Declaration of Human Rights.
Principle 6: Environment	Environment & Sustainability Policies ensures the Environmental Sustainability. An internally developed tool named Green Manufacturing Index covers statutory and non statutory parameters has been introduced across all the divisions. Environment division submits an annual report on Environmental performance (environmental statements) to respective State Pollution Control Boards (SPCBs) and to Ministry of Environment & Forest (MoEF) for the projects which obtain environmental clearance from Central government. Tata Power also submits report on GHG emissions to CDP- UK. The opportunity of increasing energy efficiency and renewable portfolio will help reduce carbon emissions. So, Tata Power is exploring various technology options of renewable energy generation by solar, wind, geothermal and enhanced geothermal. The CO_2 Capture and Reuse (CCR) and various other technologies are also being explored on a pilot scale and develop a solution to mitigate climate change.

Principle 7: Public Advocacy	Tata Power operates in a regulated sector in India. It engages with government institutions and regulatory authorities through its coordinating personnel as well as at the local level with SPCBs, etc. Tata Power doesn't engage in lobbying in any manner. All the personnel responsible for representation in industry associations are sensitized on the same.
Principle 8: Inclusive Growth	Tata Power's Community Relations (CR) and Sustainability strategy is aligned with the Business strategy and continuously endeavours to work for development of the neighbouring community. CR is an inseparable part of Corporate Social Responsibility and the performance is reviewed regularly by Chief Sustainability Officer (CSO). There are monthly reviews conducted for all the stations. The Company initiates various community development activities from time to time. The social activities for communities are also reviewed by Sustainability Advisory Council (SAC) on a quarterly basis.
Principle 9: Customer Value	As per Tata Power's Customer Service Policy, value delivery to customers is the key element. Tata Power is committed to continuously exceed customer expectations in pursuit of its aim to be the most admired organisation in the Power sector. The Consumer Charter is well in place to deliver efficiently. While, Company also engages with customers to sensitise them on various ways of energy conservation. There is a vast network on bill collection and consumer care centres for consumer's ease and ensuring transparency and customers ease.

Building Partnerships of Trust

Building Partnerships of Trust

Stakeholder Engagement

In today's world of networks and relationships, stakeholder engagement is imperative to build awareness and trust, learn together, build common ground, resolve conflict, collaborate and cooperate to achieve common good. Tata Power engages with a broad spectrum of stakeholders, internal and external to understand their concerns and priorities and use those inputs to guide policy formulation and decision-making.

The aim of engaging with the Stakeholders is as follows:

- Determine the priority sustainability issues, as defined by internal and external stakeholders
- Develop and strengthen the business case for sustainability
- Recommend how these outputs can be integrated in business strategy

While Customers, Employees and Shareholders are primary stakeholders for the Company, the external stakeholders are also identified through a formal procedure as well as through Industry association etc.

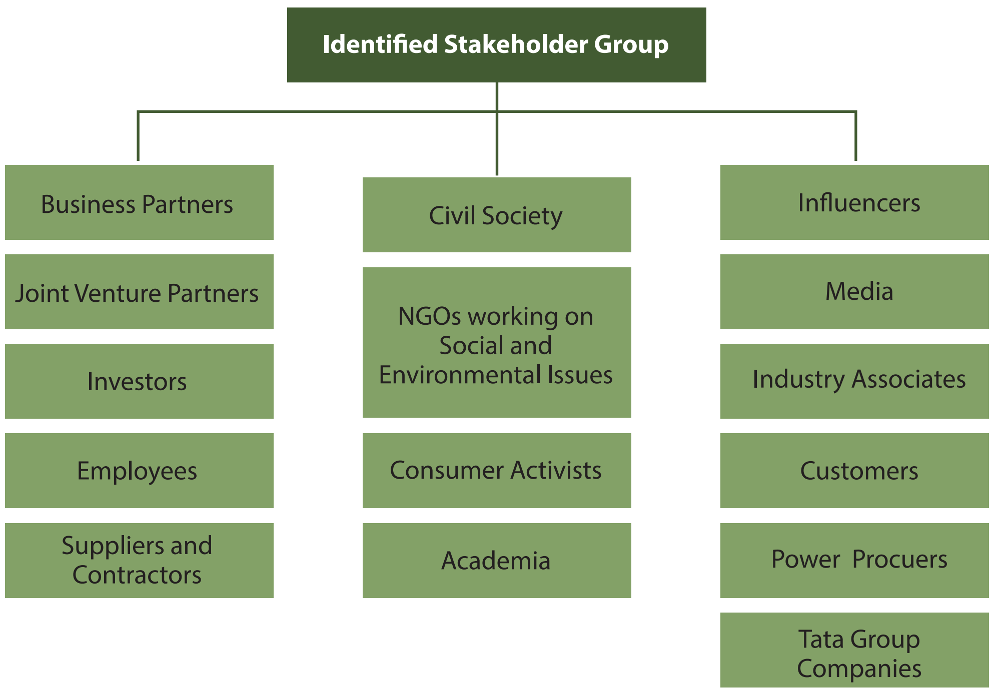
Identification of Stakeholders

The first step is to identify the sustainable development issues of relevance to Tata Power and the processes used for identification are:

a) Understand Groups impacting us and are getting impacted by the operations

b) The environmental and social issues that are of concern to these stakeholders

Business Partners, civil society, consumers, employees are identified as key stakeholders of Tata Power.



Engaging with Stakeholders

Tata Power interacts with government institutions such as Maharashtra Electricity Regulation Commission (MERC), Bureau of Energy Efficiency (BEE), Ministry of Power (MoP), Ministry of Non Renewable Energy (MNRE), Ministry of Environment & Forests (MoEF), State Pollution Control Boards (SPCB) etc to be abreast of the changing legislations & regulations to prepare accordingly. However, the company does not involve in lobbying agenda.

There is no fixed frequency of engagement with the stakeholders. However, the departments engage with their specific stakeholder groups on need basis. The engagement methodology adopted with major stakeholders is as follows:

Dr. Yogendra K. Saxena, Chief Sustainability Officer, Tata Power addressing the Sustainability Vision Summit organised by Indian Chamber of Commerce (ICC, New Delhi)

Employees

An engaged workforce yields multiple competitive advantages. It strengthens sense of ownership, infuses positivity, propels new and fresh ideas and drives performance excellence. This year too, the quest for enhancing employee engagement remained at the forefront at the Tata Power.

The Tata Power has well established employee engagement measurement process. Based on annual employee engagement survey outcome, management and HR function has continuously deployed initiatives and taken corrective actions to increase the level of engagement among employees.

Employee Engagement Survey (EES)

In line with the endeavor to make Tata Power a great place to work and regularly reflecting the same through employee feedback via various channels including the Employee Engagement and Satisfaction Survey has been adopted. The philosophy at Tata Power has been to listen from the employees and gather constant feedback from them since they are considered an asset without which Tata Power would not be able to embark on this journey of growth and progress. There are many such forums where employee feedback is gathered regularly, and one such initiative is EES survey also conducted for the current report period 2013 and is communicated via emails from Managing Director and Chief Human Resource Officer. Tata Power has been conducting the employee engagement survey from past 5 years and has put in a matured process in place. This year the Company has gone one step ahead and first time successfully conducted EES Survey online to conserve paper, an environment friendly initiative of Tata Power. This year, in line with the Tata Group HR guidance, Tata Power mandated Aon-Hewitt to conduct Employee Engagement survey. The overall engagement score at Tata Power is 67%. Based on the research done by Aon-Hewitt, Tata Power is in the High Performance range.

The survey covers a multitude of aspects like job, the culture at the Company, co-workers, management, Company practices and processes, performance, career opportunities etc. This process is well understood by the management and employees. The employee's belief in the Process, Management and HR function is clearly visible in their commitment to 'Together make Tata Power a great place to work' by continuously maintaining the participation of more than 95%. The inputs from the survey provide Tata Power, rich feedback on the direction of future policies and programs to ensure that employees are engaged and satisfied. The learning's from this survey help us understanding what areas can be used for further improvement in business performance and engagement levels. It also provides us rich feedback on the direction of future Company policies and programs to ensure that we become an "Employer of Choice" for current and future employees.

Internal Communication Effectiveness Survey

A survey was conducted to gauge the effectiveness of the organization wide employee communication channels, key messages and internal communication channels available to the employees annually. This aids in soliciting suggestions on how Company can communicate with its employees most effectively and efficiently.

In addition, the survey was also designed to assess the reach of various key messages and the preferred choice of communication channel per employee segment and arrive at an effective Internal Communication System for the Company.

Employee Feedback Survey for Housekeeping

This survey is regularly conducted to check the level of cleanliness and hygiene at work place. Based on the employee's feedback, the areas of improvement and immediate attention were identified and according the action plan was devised. Overall the satisfactory scores were in the following areas which will be further improved.

- Floor and workstation areas
- Meeting /Conference rooms
- Quality of House Keeping staff

My Stretch

As Tata Power continues on its path of steady growth, more and more young professionals join Tata Power every year and play a critical role in achievement of organizational objectives.

Taking a step forward Tata Power initiated with a concept of My Stretch, a platform to harness and channelize the high energy levels of young talented employees to bring about notable positive changes in the organization through their voluntary personal stretch, viz., and stretch beyond their set KRAs. As part of My Stretch initiative, employees contribute to new ideas, and implement innovative improvement projects bringing about enhanced efficiency; improved EBITDA or similar identified deliverables. My Stretch is primarily targeted towards performing, talented and high energy employees with work experience of up to five years. Top 3 teams from each division make presentation to Apex Quality Council (members from Top Management) for the BEST PROJECT OF THE YEAR.

Shikhar Awards

Tata Power engages with employees by inviting them to participate in Shikhar Awards and contribute at a strategic level by addressing pressing and potential challenges faced by the organization. This gives a sense of involvement and helps in proposing new innovative ideas. The themes are set for every year, the latest being Innovation in the Energy Sector in 2012-13. The qualifying teams are accordingly awarded for the passion towards their ideas and projects.

Change Catalysts @Tata Power – Enerji Talk magazine

Enerji talk is Tata Power's quarterly internal magazine which also forms a platform for knowledge sharing. One of the issue titled Change Catalysts @ Tata Power is focused on the youngsters who can help the Company grow by leaps and bounds through their contribution. The issue acted as a platform for the young employees to share their experiences and opinions on the Company and also give constructive suggestions, feedback on the steps that can be taken by the Company to achieve multi-fold growth and be a preferred employer.

Voices

Tata Power employee engagement process does not end with the presentation of findings of surveys, etc. Since the findings are of people and for the people, the solution to these findings and action planning are also done with active involvement of employees. This process is branded as VOICES where in employee and leadership team participates in the discussions on findings of employee engagement survey and jointly decides the actionable item for the current financial year. Along with these discussions, manager having 5 or more reporting officers also get a manager score card and each functional head will get rollup score card, wherein Manager and Functional Heads finalizes specific areas of action to increase the engagement levels in the respective teams. These action items are tracked and followed up till its completion. Before the start of the subsequent year employee engagement survey, the employee action points jointly decided by employees and leadership teams are reported back to the employees informing the status of various initiatives taken.

MD's Dialogue

The rising employee strength ideally leads to barrier in communication between employees and top management. To bridge this communication gap, Tata Power initiated MD's Dialogue - a platform for employees to voice their opinions and suggestions directly to the Managing Director. Managing Director introspects on the feedback received from the employees and also proactively replies to all the employees. There are special occasions also when the sessions are held for women employees to raise concerns directly to the Top Management.

Cross sections of employees from various divisions were invited for live interaction with MD. All locations were connected through webcast with a two-way interaction facility. This Communication meet is scheduled at regular intervals. As a part of Women's day celebrations, women employees from various divisions were invited for live interaction. Also a web telecast to cover all women employees across locations was organized.

Sangam Poll

Sangam is an internal portal for employees. Sangam Poll is a drive initiated through the internal portal, to take the views of the internal stakeholders on various initiatives. It becomes a platform wherein the employees cast their votes and give their opinions. This helps in raising awareness among the employees and measuring the effectiveness of the internally driven initiatives and activities. The results of the poll are then analyzed so that necessary actions can be taken. This can be seen as an effective engagement tool.

Customers

Tata Power engages with its customers through designated Distribution & Consumer Services (DCS) department in the following ways:

Consumer Charter

Today's consumers seek and accept advice from peers, family, friends and even strangers. They bring attitudes and expectations, shaped by broad spectrum of experiences. Through the lens of CONSUMER CHARTER – Company enables them to know everything about the services. These smarter empowered consumers ultimately decide if the Company has earned their trust as it constantly strives to develop trusted relationships to win over empowered consumers. For Tata Power, it is no longer about just catering to the growing use of electricity and capitalizing on the smarter consumer. Instead, it is about winning them over by anticipating their behaviour and preferences, engaging with them on their terms.

The Customer Charter focuses on consumer's needs and expectations. The Company has worked hard to live up to its commitments, always striving to provide services that the consumers want. This charter sets out the standards of service that consumers are entitled to receive from Tata Power.

Consumer Meets

To improve every aspect of the consumer experience, a feedback from consumers makes it even better. To garner these feedbacks, Tata Power hosts a series of meetings with its consumers across various segments. The Company makes them aware of the value added services, time of the day incentive, power factor improvement methods, DSM initiatives, payment processes, etc.

Tata Power Annual Consumer Meet for Commercial & Industrial consumers was also organized in December 2012. This meet holds a special memorable value, as the consumers elated the Company by joining in large numbers, the highest that have ever seen in time. As more and more of the consumers are consciously participating in the Green Economy, Company makes a conscious effort to appreciate their efforts in sharing their best practices with the larger audience and inspire others to follow these practices.

Investors

The Company works towards excellent stakeholder communication. It believes in sharing all information that directly or indirectly affects the financial and operational performance of the Company that can have material impact on the share price.

Investor Survey

A questionnaire was sent to all the investors of the Company to determine the satisfaction levels and explore avenues for improvement based on suggestions made by them. 3168 responses were received. Various suggestions received from the investors were duly considered and appropriate action was taken on the merits. The Company would continue to welcome suggestions, which will help further improve its services to Members.

Shareholders' Plant Visit

In December 2012, 131 shareholders were taken to Khopoli Generating Station and Lonavla Hydro Works. A presentation was made to the shareholders at Khopoli Generating Station Training Centre. Thereafter, they were taken to the Hydro Gallery and the Generating Station. This was followed by a visit to Walwhan Garden and Dam.

Further a group of Shareholders were taken to Mulshi Solar power Plant on March 2013. A presentation was made to the shareholders at the Mulshi Solar Plant on the functioning of the Solar Plant. This helps in raising the awareness of shareholders about the Company's operations and also gives a sense of belongingness.

Suppliers

At Tata Power, the Suppliers are seen as a valuable resource of knowledge and resources. The Company conducts Supplier Meet to discuss various issues of concern, areas of innovation and any other information pertinent to the business. The management has maintained an open-door policy for suppliers and dealers.

Technology and Vendor meets are also organized with key suppliers on a regular basis to facilitate learning and sharing of technologies and future plans. They are briefed on Safety & labour practices at the project sites to promote safe and harmonious workplaces. Tata Power also organizes Service Providers meet for the local suppliers at divisional level to discuss the Tata code of Conduct (TCoC), Ethics awareness and quality consciousness.

The Company also conducts an Annual Vendor Satisfaction Survey which is administered by a third party covering most of the suppliers in various categories. This helps to understand the expectations of the vendors and get feedback on their experiences.

Community

Being part of the Tata group, Tata Power has a unique relationship with society at large. Detailed studies are carried out to look at the direct and indirect impact that the Company's operations have on the local communities and need based assessment are conducted.

The Company engages with the neighbouring communities for social initiatives, spearheaded through Community Relations department. Every station as well as proposed sites has a CR department. To capture the community's aspirations and to build Sustainable development models, a need based assessment is carried out for all locations where Tata Power is present. In addition, Tata Power has been encouraging employees to give their skills and time for social development. Facilitated through Website Volunteering System (WSVS), over 1107 employees have contributed over 27890 volunteering hours on various social causes. The benefit of volunteering is seen as immense satisfaction. This is in practiced in Tata Power since 2008.

The Company has also been engaging with nearby communities through various initiatives under the areas of Education, Health, livelihood etc. The Community Relations division has identified the 5 thrust areas to ensure Corporate Social Responsibility through consorted efforts. Tata Power has formed trusts, Tata Power Community Development Trust and Mannat foundation to deliver sustainable impact at scale and catalyze scalable and sustainable solutions to community poverty issues.

Regulatory Institutions

The Regulatory Institutions are considered as one of the major stakeholders for any organization. While Tata Power engages closely with consultative bodies, working committees of various industry associations and ministries in advising governments on policy formulation or advocating changes to policy, the Company does not spend on lobbying and maintains an entirely apolitical stance in line with the Tata Code of Conduct. Tata Power has not offered financial or in kind contribution to any political party, politicians & related institutions. There are designated department to look after the legal compliances, advocacy and ethics and also to deal with the regulatory institutions.

In order to align the businesses to the needs and expectations of the key stakeholders, Tata Power have a structured process which helps to identify, review and prioritize key stakeholders, as well as address issues and concerns. Tata Power is committed to strengthen an ongoing dialogue with its employees and various stakeholders to create greater awareness on sustainability related issues.

Human Capital Development

Human Capital Development

"Care for Employees and Delivering Sustainable value to our stakeholders are a part of Tata Power's Value and Vision respectively"

Employees are considered as Change agents @Tata Power. Tata Power nurtures and channelizes the expertise and interests of people for growth, performance, feedback, training and motivation. It celebrates their achievements, appreciate and acknowledge their efforts, reward their commitment and talent, and take care of not only their needs but also the needs of their family thus helping employees to maintain their work life balance. Tata Power considers young employees as **Change Catalysts** who can help the Company grow by leaps and bounds through their contribution. The employees are motivated to share their experiences and opinions on the Company and also give constructive suggestions, feedback on the steps that can be taken by the Company to achieve multi-fold growth and be a preferred employer.

Labour Practices

Tata Power practices and endorses equal opportunity employment and never discriminates on the basis of caste, religion, gender or disability. Tata Power believes that greatest asset is its workforce that propels the growth engine and believes in Diversity at work place. The Company adheres to all labour legislations and ensure safe and healthy work environment. The Human Resource (HR) division sets out norms, policies and initiatives to ensure a uniform approach across all business segments. The division also looks at standardized Industrial Relations policies. The Safety division takes care of ensuring optimal safety standards across all locations and offices. Trombay generating station is OHSAS 18001:2007 certified. As a part of the skill up gradation, all employees undergo training from time to time. The Company also supports the right to collective bargaining of employees. As Tata Power is also a signatory to the United Nations Global Compact (UNGC) it is committed to operate in line with the UNGC principles on labour standards as mentioned below:

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining

Principle 4: The elimination of all forms of forced and compulsory labour

Principle 5: The effective abolition of child labour

Principle 6: The elimination of discrimination in respect of employment and occupation

In addition, the Company has also incorporated the following ILO core labour conventions into policies:

- Freedom of association and the right to collective bargaining
- Right to organize and collective bargaining convention
- Forced labour convention
- Abolition of forced labour convention
- Minimum age convention
- Worst forms of child labour convention
- Equal remuneration convention
- Discrimination (Employment and Occupation) convention

Human Rights

At Tata Power human rights are indivisible and non-negotiable. Dignity of the Individual is one of our 5 core values. Discrimination, forced & compulsory labour & child labour are strictly prohibited across Tata Power. The Company also denounce bribery or corruption in any form and our processes ensure that such negative practices are strictly discouraged. Tata Power plans to address grievance related to Human Rights with internal and external stakeholders in future. Tata Power adheres to the Human Rights policy, which is in accordance to UNGC and ILO principles.

UNGC principles on human rights which Tata Power follows:

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights

Principle 2: Ensure that businesses are not complicit in human rights abuses

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery

Tata Power protects human rights and respects the dignity of every being and strictly condemns acts like discrimination, forced & compulsory labour and child labour. The Company discourages bribery or corruption in any form and the processes ensure that such negative practices are strictly discouraged. The Company as well as all the employees strictly follows the TCoC. No incidents of discrimination were observed in the reporting period. All Tata Power operations follow the HuR Policy (recently rolled out); however the formal human rights reviews are yet to be started. There is a formal grievances redressal mechanism though a dedicated Grievance Policy. All grievances are addressed, and resolved through email communication or one to one interaction; however there were no incidents related to Human rights during the reporting period. As an equal opportunity employer, Tata Power ensures that there is no difference in the average basic salaries of men and women. Tata Power has always been in the forefront of Responsible business and makes sure that the interests of indigenous people are well taken care off. All the significant investment agreements do include TCoC and Tata Power has rolled our HuR policy to improve Human Right clauses. There have been no incidents of violations involving rights of indigenous people.

HR Policies

There are several policies in place to achieve the sound employees & labour management relations. Few details of some of the policies are below:

Prevention of Sexual Harassment (POSH)

The Policy covers all the employees and the third parties representing the Company i.e. consultants, agents, distributors, etc. The purpose is to provide a healthy working environment for women employees and lay down guidelines that deter any sort of sexual harassment.

Safety & Health Policy

Tata Power is committed to Safety and Health of its employees. So for this purpose, Company has formulated a Safety & Health Policy with the aim of ensuring the improvement of management systems to minimize health and safety hazards and move beyond compliance to adopt best practices in this domain.

Study Leave Policy

Employees can opt for study leave for higher education under this policy.

Tata Power Gift Policy

Tata Power believes in maintaining highest level of ethical standards. Keeping this in mind, a Gift Policy has been designed to restrain from receiving or giving gifts to obtain favours/ preferential treatment or in return of any favours/preferential treatment. The Company recognizes that exchange of gifts is not unusual in business. However, a cap has been set on the value of such gifts. This policy is applicable on all the employees working for Tata Power.

Whistle Blower Policy

It provides the mechanism for employees of the Company to report to the management instances of unethical, actual or suspected, fraud or violation of the TCoC and the policy covers all the employees & Tata Power.

Human Rights Policy

Tata Power endeavours to promote and recognize the human for all its stakeholders through a Policy on Human Rights. The Company is committed to developing a culture which inculcates respect and support for Human Rights and not complicit in Human Rights abuses.

TATA POWER

TATA

HUMAN RIGHTS POLICY

Tata Power respects and supports the dignity, well being and human rights of all stakeholders. Tata Power is committed to developing a culture which inculcates respect and support for Human Rights and seeks to avoid connivance in Human Rights abuses. This policy is in accordance to the principles of International Labor Organization and United Nations Global Compact.

Tata Power would ensure conformance to fundamental labor principles including the prohibition of child labor, forced labor in all its forms, freedom of association and right to collective bargaining and protection from discrimination (including employment decisions based on personal beliefs, race, gender, national origin/ ancestry, religion & spiritual practice, age, marital status, indigenous status, differently abled, sexual orientation, HIV/AIDS and political affiliation) in all its operations by imparting relevant vtraining and aligning the conduct of its employees.

Labour Management Relations

Labour Management relations in Tata Power focus on a collaborative relationship between the management and the workers. Tata Powers Labour-Management relations include aspects of industrial life such as, trades unionism, collective bargaining, discipline and grievance handling, industrial disputes, employee participation in management.

The Company respects the right of employees to form associations in accordance with applicable Trade Union laws. None of Company's operations pose any threat or risk to the freedom of association and collective bargaining. The Trade Union is permitted to conduct its elections and appropriate time off is granted to employees to participate in the Unions election process. The elected Union Office Bearers are recognized by the Management as the representative body of the employees. Tata Power has 2 types of workforce i.e. Management and Non Management cadre. Tata Power's 32 % of the permanent workforce is from Non Management cadre and are members of the Union, which is an internal Union with no political or external affiliations.

Percentage employees covered under collective bargaining agreements	
Number of Unionised employees	% Unionised
1291	32

Structured meetings are held between the Management and the Union both at Corporate and generating stations. The collective bargaining agreements with the Union are signed for 4 years covers mainly Salary, Allowances & Benefits and also includes productivity clauses, Health & Safety are in line with the business requirements. The formal agreements on Health & Safety are included as per statutory provisions. Adherence to Safety is one of the parameters in the workmen Performance Management System (PMS), which is also a part of the current Long Term Settlement with the Union at Trombay, also safety rules & safety training is a clause incorporated in the appointment letter for workmen category.

The Union is consulted by the Management on any significant change and a minimum notice period of 4 weeks is given to Union cadre of employees and 12 week notice period for management staff. The practice of continual engagement and communication with the Union regarding the Company's policies, procedures have ensured harmonious relations. Management sends Union leadership for several training so that they gain exposure of national macro-economic and Trade Union issues to expose them to the external industrial environment.

Tata Power has an online legal compliance monitoring system, to ensure compliance with labour laws. Compliances are monitored by an Apex committee with top Management participation. There are internal and external audits to verify compliances at plant level. Grievances of Union or individual employees are addressed through the Union, or through the reporting line Manager, at station level. There is a formal promotion policy, as a part of the long term settlement, for employees to ensure career development. There have been no lockouts or strikes at Tata Power which is an indicator of the cordial relations between the Company and its employees.

Benefits for Employees

There are a range of benefits for employees while on work and even at their carrier endings E.g. Provident Fund, Gratuity and Superannuation fund, Encashment of leaves, Hospitalization Medical Insurance, free medical check-up at Medical Centre and free medicine related to domiciliary medical treatment. The defined benefit plan provides Ex -gratia Death Benefits, Retirement gifts, Post retirement medical benefits and Gratuity.

Employee Wellbeing

Tata Power is an employee friendly organization and believes that employee welfare should be of utmost importance. There are following welfare facilities at the disposal of employees.

Company Accommodation

Company has developed its own township at various power plant locations. In addition employees are provided Company Leased accommodation as per the employee's needs.

Medical Policy

The Company has covered its employee and their family through a hospitalization Mediclaim Insurance system. The Company has Medical Trust of its own, employees who have incurred more than their eligibility towards hospitalization can apply to the trust for the additional amount claim. All employees are covered by Accident Insurance Policy. Tata power has also provided cashless medical services for hospitalization of employees and their family members by tying up with major hospitals. A dedicated Medical Centre at Corporate Office, Mumbai is established for benefiting employee health. It takes care of the medical care/diagnosis/treatment of employees. The medical centre carries out free routine general x-rays including specialized x-rays like Barium meal test / IVP, sonography of heart / abdomen / pelvis, and cardiogram for its employees. In case of acute illness the medical centre located at Mumbai provides free medicines to all its employees. With regard to chronic diseases, the Company's medical centre provides free medicines to patients suffering from Cancer, TB and leprosy. Standardized medical plan developed for employees under Statute, essential health norms for various jobs are identified to ensure fitness of employees to the demands of the job, inclusion of such norms in pre-employment checks and internal transfers, pathology, cataract/family planning camps for the benefit of employees in remote divisions, canteen staff is checked for skin diseases, infections, tuberculosis and hygiene. Chronic / critical illnesses among employees are tracked. At Tata Power, all the women employees have a provision to 3 months of maternity leave and there was no separation post availing the maternity leave.

Voluntary Retirement on Medical Ground

On premature death or in case employee is unable to discharge its duties on account of ill health, employees are paid Voluntary Retirement on Medical Ground (VRMG). The amount is tax-free on premature death of employee.

Merit Scholarship Scheme

The Scheme aims to develop the capabilities of competent wards of the employees. Appropriate amount of scholarship is given to employees' children obtaining good marks in their examination of SSC board for their higher education.

Career Counseling and Vocational Guidance

For employee's children appearing for SSC and HSC examination – special aptitude test followed by career counseling to the children and the parents is provided every year, through career guidance institutions.

Holiday Homes

Tata Power has provided holiday homes at multiple locations. Employees are eligible to stay in these holiday homes during their personal visits along with families. Apart from this transport, canteen facility, maternity leave benefit, self education aid, long service award etc are also provided as a part of employee wellbeing.

Learning & Development

Tata Power strives to create an environment that supports continuous learning through training and development. The Company recognizes that its present and future success depends on the contributions and skills of employees. This means creating training and development opportunities that are encouraging and relevant and also aids in career endings. 100% employees have received performance and development reviews in the reporting year.

Employee development is directly linked with the organizational growth. With this philosophy, a variety of learning and development initiatives are designed and rolled out in keeping with the emerging requirements of a growing organization. Training in new areas and development of the requisite competencies is an ongoing process. Sustainability forms an important part of the training curriculum. Various programs are designed in. Sustainability champions are identified and training imparted to them in collaboration with Tata Quality Management Services (TQMS). Various knowledge sharing sessions are organized under various platforms like TARANG which help in imparting and creating the culture of sustainability.

The Company has extensive Learning and Development initiatives to aid the growth of employees. These initiatives cover both functional and behavioural aspects. Employees are deputed to prestigious institutions like IIMs, Harvard Business School etc. In-house programs are also conducted through reputed faculty and employee development is encouraged through self education scheme. Tata Power provides various benefits to their permanent and temporary employees. The details are given below:

Benefits offered to employees		
Categories	**Permanent (Yes/No)**	**Temporary / Part time (Yes/No)**
Health care	Yes	Yes
Disability/ invalidity coverage	Yes	No
Maternity Leave	Yes	Yes
Retirement provision	Yes	Yes

India has Legislation for Maternity leave, however presently there is no parental leave provision for male employees at Tata Power. The details regarding the provision given for Maternity leave and number of employees availed maternity leave and resumed the work post leave are given below:

Parental Leave Provision	Female
No. of Days/ Months	3 months
No. of employees that availed parental Leave	5
No. of employees that resumed to work post leave	4*
Attrition Rate	0

*1 employee is still on leave and will join during next reporting period.

Strategic Training of Employees' Programme

To cope up with business growth Tata Power need to develop the Managerial and leadership skills in its employees to build the leadership pipeline. Strategic Training for Employees Progress STEP was introduced to cope up with business growth as the need was felt to develop the Managerial and leadership skills in employees to build the leadership pipeline, and to develop the managerial skills of the employees for handling greater responsibilities. STEP includes EDP and MDP program designed for inputs to employees at their work level shift. Each program consists of three modules related to business acumen, strategic management and people management. These modules are revisited regularly to include the fresh inputs and updates so that the participants are provided with the up to date knowledge and skills thereby increasing the training.

Gyan Jyoti

A self-paced e-learning system covers the modules in General Management and has been introduced in dual collaboration with Tata Management Training Centre (TMTC), Pune and Harvard Business Publishing. The system has been designed keeping in view participants, who like to learn at their own pace. The Gyan Jyoti e-learning system has 44 general management courses for the employees to avail.

Work Integrated Learning Program

Technical competency is one of the prime requirements for the organization. Tata Power has partnered with Birla Institute of Technology and Science (BITS), Pilani and initiated a unique scheme called the Work Integrated Learning Program (WILP) for the diploma engineers. This consists of 3 year course spread across six semesters and would enable the successful candidates to attain a B.S (Power Engineering) from BITS while on work. The classes are conducted online with exams conducted at selected centres in the organization.

Flow of Unique Skills & Intelligence from Old to New (FUSION)

is a technical mentorship program with an objective of developing the young talent by leveraging the technical competence available with experienced employees of Tata Power. It aims at developing a culture of continuous learning and sharing to make Tata Power a technologically competent organization. It promotes team work, collaboration and engagement through mentorship of young talent in critical technical areas by seasoned professionals as mentors.

FUSION has been launched across all locations of Tata Power. Mentors and Mentees interact regularly and greater emphasis is given to **On The Job Training** and involving mentees in small projects. Mentees are also encouraged to write technical papers in the respective technical areas.

Technical Acumen Rejuvenation – Aspire, Nurture and Grow (TARANG)

A unique people initiative to disseminate knowledge and develop talent initiative has entered into its 4th year with regular sessions being conducted across organization. The platform has gained popularity across the organization and on popular demand; the Technical/ Non Technical sessions of TARANG were started. The sessions held every alternate month on the fourth Friday and covers topics which are relevant to the organization like Environment Awareness, Finance, Safety, Organizational Practices and Policies, ethics and Sustainability etc.

'Satellite Tarang' was launched in the year 2012 in order to decentralize Tarang and ensure maximum employee reach. With 68 sessions conducted till date, TARANG has managed to touch around 2300 employees across locations. These sessions which are conducted online enables interested employees to log in the system irrespective of their geographical locations. This is an audio visual facility. The recorded sessions are also made available on Tata Power intranet site under Tarang Recordings Archive.

Career Map

A study on Career Progression was carried out and a Career Map Manual which indicates, what are the various career options available and what competencies are required to develop these career options, has been prepared. It is a well thought out structure which details the entire array of career options for employees at any work level and any role. It helps the employees to make the career decisions for the mutual benefit of the individual and the organization. It is an attempt to facilitate judicious and correct career decisions amalgamated with business needs and development of employees.

"SPARSH – Touching Lives" is the in-house newsletter, the HR department tries to reach out to the employees across the organization. It captures the people initiatives at different divisions and departments and gives a platform for the readers to share their thoughts. A quarterly newsletter; it promises loads of infotainment for its readers and exciting prizes for the winners in the fun segment. So truly living up to its name "SPARSH – Touching Lives"

GYANSAROVAR

A unique blend of tradition with technology, Gyansarovar, is the latest example that epitomizes this concept. Tata Power in collaboration with TMTC launched an internet based library system which enables employees to access the titles, along with glimpses of the books available at TMTC library Gyansarovar, Pune. This library is made available to all the employees through a web link. With a simple one time registration employee at any location of Tata Power in India can browse the books and place a request for the same. Gyansarovar has a total of 14000 physical volumes, mainly on the following areas of Management.

- Leadership & Organization
- Strategy & Innovation
- Markets & Customers
- Human Resources
- Ethics, Corporate Governance and Finance
- Projects & Operations
- Training and Development

Prof Simply Simple

In today's world of financial uncertainty, financial acumen is of utmost importance to any individual. Most people have the misconception that finance is complicated & best left to experts. **Prof Simply Simple an e-learning module of Finance** helps in simplifying jargons related to finance and taking the employees through financial concepts in fascinating story forms. One can access these short presentations on intranet Sangam. Every week new modules are added under the seven broad categories of finance related subjects as given below:

- Macro Economics
- Financial Analysis
- Financial Ratios
- International Finance
- Equity Market
- Debt Market
- Derivatives

Leaderhip Effectiveness & Development (LED)

With changing times and dynamic business environment, one of the defining factors of survival and thriving of a business is its leadership. The ever increasing competition and changing market scenarios require the leaders to continuously develop them. This is exactly why leadership development is being emphasized so much across the world. After conducting a diagnosis of the HR processes in Tata Power, it was realized that in addition to leadership development programs like ACE which is primarily focused on junior management, leadership development for senior management is equally critical to the success of organization. This was the genesis of 'Leadership Effectiveness & Development (LED)'.

Manager Assimilation Program (MAP)

As a part of developmental and team building opportunities Manager Assimilation Program (MAP) for managers are being arranged. The MAP has been designed based on the Johari Window model to accelerate the process of integrating the work group and to lay a strong foundation for a high performing team. It creates a useful opportunity for a shared understanding between the team leader and team around for what they are trying to achieve as a team.

Showing How Individuals Are Nurtured & Evolved

As Tata Power aims to achieve multifold growth at organizational level, it becomes more critical to nurture its employees and developed professionals. A right evaluation of the Key Behavioral Attributes (KBAs) and feedback on the same are essential to develop individuals to the best of their potential. As a PMS process, Appraisers provide a feedback to Appraisee during the Performance Review Discussions (PRDs). In order to strengthen the objective of understanding and nurturing the person's potential while conducting timely PRDs; Tata Power arranges a training program showing how individuals are nurtured and evolved (SHINE).

Kaleidoscope

Kaleidoscope is the one stop shop for information on all external and internal training programs. This online dynamic calendar was launched for employees, allowing them to choose the appropriate training programs as per needs.

Talent Management

Talent in Tata Power is identified through People Planning Meetings (PPM) process and given special focus for development and retention. Leadership team also participates in PPM and suggests developmental needs. The identified officers are mentored to build leadership pipeline for future.

Assessment Development Center (ADC)

Taking into account the exponential growth plans of Tata Power, it is imperative to identify right talent and develop them by giving them exposure across various functions so that they can take up leadership roles in the future to ensure achievement of organizational growth targets. Thus, it is necessary to have focused and directed efforts for assessing their developmental needs and designing development plans of officers in the middle management cadre. The Assessment Development Centre (ADC) has proven to be a valuable tool in this direction. Assessment Centres involve administration of a battery of tests and exercises like role plays, case studies, fact finding exercises etc where a panel of trained internal and external experts observe, evaluate and provide valuable feedback to the participants. At Tata Power ADCs are conducted for High potential officers through Talent Management process to identify specific strengths and areas of improvement or the competency gaps. Individual Development plans (IDPs) are prepared based the feedback of the ADC in terms of the individual strengths and competency gaps. The Feedback on individual competency gaps and IDPs are shared with individual participants, after which the HR team along with individual's Superior facilitate the implementation of IDPs to groom these high potential officers for next level leadership roles.

Accelerated Career Enhancement Scheme (ACE)

ACE is an initiative to provide fast track career progression to employees. All the applicants are evaluated on managerial and leadership capabilities. The ACE is an annual process and has produced 15 young future leaders. The scheme provides an opportunity to young officers not only to accelerate career growth but also to explore different avenues and develop their potential. It evaluates individuals on their managerial and leadership qualities and provides ample scope to explore new avenues in the organization by way of job rotation and challenging assignments. Selected officers are provided special educational inputs, intensive training and appropriate job postings to realize their latent potential. This also provides an opportunity to apply learning's from the training.

Job rotations

All the open positions within the organization are advertised on intranet for helping employees make career choices. The opportunities for employee's development / career enhancement are provided when the

Company ventures into new geographies, undertakes new projects or expands the role of existing functions. Employees are also offered opportunities to work in Cross Functional Teams, continuous improvement initiatives, etc. Entry level recruits are rotated across the organization, covering all major functions to aid in their development and employees also get an access to opportunities within Tata Group.

Succession planning

Successors are identified for critical positions in the organization through this process. The identified successors are groomed to take over the critical positions. Under-study assignments, job rotations, special projects, etc. are some of the mechanisms used.

Legacy Statements

In the quest to make Tata Power a greater and better institution in the times ahead, and that people should recall contributions from leaders by way of legacies, senior leaders of Tata Power have formulated legacy statements impacting business and impacting people. Since it is important to parameterize and measure the outcomes, these legacy statements have defined metrics to measure progress on each legacy. These legacy statements are worked upon, revisited if need be and monitored periodically to make Tata Power an institution of choice and performance and leaders to leave behind legacies for posterity to cherish.

Shikhar Awards

In an endeavor to encourage young talent and tap their innovative potential, Tata Power launched Shikhar Awards which is currently under progress and has seen tremendous response from young participants. With a view to provide a platform to young employees across the organization to contribute at a strategic level by addressing pressing and potential challenges faced by the Organization, Shikhar Awards was launched on September 2012. Employees of the Tata Power Group Companies who are of age 35 or below can form teams of maximum 5 members and come up with an innovative business plan based on a theme announced every year. This initiative entails evaluation at three levels, Round One at the Regional Panel Level, Round Two at the Expert Panel Level and The Final Round were MD, EDs and such senior jury from other Tata Group Companies evaluates the entries. Top Three entries are declared as winners for Shikhar Awards. The first 3 prize winning teams get cash prize and direct entry in ACE 2nd round.

MITRA, Meaningful Interaction for Transformation

MITRA Employee Assistance Program is one of the initiatives which provide personalized counselling for employees through different modes. Tata Power along with its Eastern Region (ER) operations collaborated to form MITRA. MITRA combines perseverance and strategic program design along with professional counsellors that assist employees and their family members to cope with life's difficulties in the following areas:

• PERSONAL • RELATIONSHIP • WORK • PARENTING •

An employee/family members need to register into their website www.1to1help.net thereafter, they can access any of the following services free of cost:

- **Face-to-face Counselling:** Meet a counsellor
- **Telephone Counselling:** Speak to a counsellor
- **Online counselling:** Write to a counsellor through a secure website and receive a response within 48 hours

The journey of MITRA started in May 2011 what makes MITRA unique is the way Tata Power have customized it to the demographics and specific needs of employees in every location and age group and driven it in such a way that maximum efficiency is obtained from the process. This includes appointing special local counsellors who send visit employees on a bi monthly basis on plants where there is a diverse workforce and daily challenges are less predictable. MITRA is cost effective, sustainable and has a unique driving methodology in Tata Power ER and Services. It is because of the impact obtained through this that it was awarded as 1 amongst the 5 best innovations (out of 243 Innovations) presented by all Companies in the House of Tata's in North India in Tata Innovista Forum.

My Stretch: My Stretch is mainly an initiative for Employee Engagement and the details are covered along with Stakeholder Engagement section of the report.

Employee Engagement and Satisfaction Survey: The Employee Engagement Survey related details have been covered along with Stakeholder Engagement section of the report.

Leher: Business excellence also drives Organisational Transformation in Tata Power. Leher is a transformational intervention for the management employees. About 250 officers have thus far gone through this program which aims at bringing about change in the thinking, feeling and action worlds of a critical mass of people, after which they become effective change agents.

Workforce Snapshot

Tata Power has 4232 employees. The female and male employees are 290 and 3942 respectively. This includes Tata Power, CGPL and MPL also. Tata Power recorded a drop in the attrition rate which is 3.38% as against last year's 4.2%.

Employment Type

Category	Permanent Employees					Total
	Male	Female	<30	30-50	>50	
Senior Management	197	6		86	117	203
Middle Management	347	23	13	276	81	370
Junior Management	2133	235	1371	832	165	2368
Workmen	1265	26	36	611	644	1291
Total	**3942**	**290**	**1420**	**1805**	**1007**	**4232**

In addition to the above, Tata Power also enrolls Third Party Contract employees accounting for 305 as on March 31st 2013. The number of contract employees varies over time, depending on requirements. However, during the reporting year, the male and female are 64 and 241 respectively.

Employee Turnover

Turnover at Tata Power has been maintained at low rate by various initiatives across the organization, are given below:

- Leave for Higher Studies to Graduate Engineering Trainees
- Appraisal Step Redressal Policy for PMS
- Open communication channels with top management like MD Online, Lunch with MD, etc
- VOICES and action planning workshops for improving employee satisfaction and engagement

Turnover by Workforce Level

			Senior Management	Middle Management	Junior Management	Workmen (Union)	Total Employees
Turnover %	Gender	Male	25	14	121	79	239
		Female			19	1	20
	Age	<30		3	105		108
		31-50	7	4	23	2	36
		>50	18	7	12	78	115
	Overall		25	14	140	80	259
Turnover %	Gender	Male	12.9	4.1	5.8	6	6.1
		Female			8.4	3.8	7.1
	Age	<30		22.2	7.5		7.5
		31-50	8.5	1.5	3	0.3	2.0
		>50	15.5	8.8	7.7	11.9	11.4
	Overall		12.6	3.8	6	5.9	6.1
Avg. Tenure (In years)			16	15	5	27	13

Number of Employees joining and separating in the reporting period by Gender, Age group and level are given below:

Employees Joined in the reporting period					
Workforce Level	**Male**	**Female**	**<30**	**30-50**	**>50**
Senior management	23			16	7
Middle management	19	2	4	17	
Junior management	202	37	178	61	
Workmen (Union)					
Total Employees	**244**	**39**	**182**	**94**	**7**

Employees Left in the reporting period					
Workforce Level	**Male**	**Female**	**<30**	**30-50**	**>50**
Senior management	9			4	5
Middle management	7		2	3	2
Junior management	108	18	103	23	
Workmen (Union)	1			1	
Total Employees	**125**	**18**	**105**	**31**	**7**

Tata Power is an Equal Opportunity employer; there is no difference in the average basic salary of men to women. At Tata Power entry level salary ranges of permanent employees are competitive as compared to industry standards and are also significantly above the stipulated minimum wages at the locations we operate. The Company also ensures wage payment to its contract employees in accordance Tata Power is an Equal Opportunity employer; there is no difference in the average basic salary of men to women. At Tata Power entry level salary ranges of permanent employees are competitive as compared to industry standards and are also significantly above the stipulated minimum wages at the locations we operate. The Company also ensures wage payment to its contract employees in accordance to the Minimum Wage Act at all the locations. The minimum wage paid in Trombay is ₹ 6785.00 for Engineering category and ₹ 8127.00 for Construction category per month against the minimum wage of ₹ 6169.00 and ₹ 7389.00 respectively. The ratio between wages paid and minimum wage is 1.1:1.

Similarly, at CGPL the minimum wages as per the Government rules were paid to the contract workers. The average minimum wage during the reporting year was approx. ₹ 5760.00. The ratio between wages paid and minimum wage at CGPL is 1:1 However, at MPL the workers are divided into Project Affected Persons (PAPs) and Non Project Affected Persons based on Unskilled, Semi skilled and skilled categories. The wages paid for these categories were ₹ 9548.00, ₹ 9930.00 and ₹ 10442.00 for PAPs against the Non PAPs i.e. ₹ 4498.00, ₹ 4680.00 and ₹ 5642.00 respectively i.e. the Minimum Wage to be paid to the local workers. MPL makes sure that all contractors pay these payments to the workers. The ratio of wages paid at MPL is approx. 2:1.

All the wages given above are on monthly basis. However, the ratio of entry level wages for male to female at Trombay, CGPL as well as MPL were same i.e. 1:1.

Employee Training Gender wise

Company	Employment Category	Male	Female	Average Hours	
		In Hours		Male	Female
Tata Power	Senior Management	7348	189	55	32
	Middle Management	13720	920	58	54
	Junior Management	222567	39052	137	181
	Workmen	46855	831		
CGPL	Senior Management	296		5	
	Middle Management	1762	16	21	3
	Junior Management	18053	1020	59	79
MPL	Senior Management	320		64	
	Middle Management	1760		73	
	Junior Management	112736	640	561	107

The above figures have been rounded off

There were 1228 security personnel directly hired and 5780 are third party security personnel. These security personnel were trained on several significant issues including various aspects of Human Rights including aspects covered in TCoC with regards to sustainability and ethics etc. However, dedicated training on Human Rights will be conducted in future that will be aligned with the Human Rights Policy.

Employees entitled to retire in next 5-10 years

Employees retiring in the next 5 and 10 years	Male %	Female %
Senior management	30	50
Middle management	14	13
Junior management	5	6
Workmen (Union)	26	35
Total	**14**	**10**

Knowledge Management

The creation, sharing, integration and dissemination of knowledge through people technology and advanced organisational design have evolved radically over the recent years. In today's dynamic and complex business environment, the thirst for knowledge has increased even more with the scope and content of knowledge changing dramatically, often spreading outside the organisation. Therefore implementing knowledge management practices has been widely recognised as a core strategy in Tata Power. Several initiatives under Knowledge Management are highlighted below:

Knowledge Fair: A Knowledge Fair is conducted once a year where the divisions & functions showcase their Jugaads, Innovations and Best Practices and share and seek knowledge. In the Feb -2013 Knowledge Fair, around 100 nominations were submitted, out of which 6 (Top 3 Jugaads & Innovations and Top 3 Best Practices) were rewarded based on a rigorous assessment by a team of eminent external judges. In additions visitors also selected the Top 2 stalls.

Innovista: Tata Innovista, driven by Tata Quality Management Systems provides a platform to recognize and reward innovations among all companies, be it successful implementations or valiant attempts. In this initiative, teams at various Tata companies submit Innovations in all areas of operations in a pre-defined format. Entries are submitted in 3 categories:

- **Promising Innovations:** Innovations which were implemented successfully and have achieved results they promised.
- **The Leading Edge – Proven Technology:** Technologies that have been tested / piloted successfully but are yet to be commercialized.
- **Dare to Try:** Ideas that were attempted but failed at either the development stage or testing stage or at the commercialization stage

A team of subject matter experts from the Tata companies are selected to be the jury for the same and the nominations are sent to them. Based on the rating, teams are selected for Regional Rounds in which they make a presentation to the respective Tata Network Forums, and from there on to the Global Finals where in they compete with the Innovations of all Tata Companies. The winners in the National Round are rewarded by the

Group Chairman, Mr. Cyrus Mistry in a glittering function. Tata Power has always been an active participant in the process over the years and many of its innovations have received accolades, reaching Regional/Global finals. In Innovista-2013, the organization was even more successful with three of its entries making it to the Global finals and one of the same winning in the Global Finals.

Innoverse : Tata Innoverse is also group level platform to leverage the collective knowledge and innovative ideas of all employees of the Tata group. Under this, companies post challenges called CWS ("Challenges Worth Solving") via the Tata Group Innovation Forum. In addition, category leaders of companies also post challenges on behalf of the organization. Registered employees give ideas to these challenges (CWS as well as those posted directly by the organization) and also submit open ideas which could benefit the Company's performance in general. Companies select the most innovative ideas and recognize the winners and reviews feasibility of implementation of the ideas and take next steps accordingly. Tata Power is very active on the Innovista platform with 2480 active members in the system. In the recent Aug-Dec 2012 cycle, 16 challenges were submitted by Tata Companies. 2319 ideas were received for those challenges. Out of these, 208 ideas were given by Tata Power employees, placing us in the 3rd position.

K-Hub: A Knowledge Hub (K-Hub) has been developed at Tata Power with an objective to create and sustain an Environment in which Knowledge both internal and external is Nurtured, Shared and leveraged by Individuals and Communities for continual improvement. All employees can read, share information related to their domain and get a Knowledge Score which depicts the KM ranking of the individual employees based on the contribution made to the knowledge base.

Knowledge is also shared via knowledge sharing sessions, communities of interest, workshops & seminars, guest lectures by external faculty, improvement project reports, occurrence analyses, review meetings, learning's from projects, in-house magazines & communications, site-visits, deputations & job-rotations and other means of formal & informal interactions.

In addition to these, the organization records and shares improvements in a structured format called "Delta", which are then evaluated based on defined criteria to throw up innovations.

Rewards and Recognition

Tata Power believes that its people are the greatest assets and strategic partners in the journey to achieve organizational objective. In furtherance of the stated philosophy, Rewards and Recognition Policy (R&R) helps in recognizing superior performance at work in various spheres.

The objective of Rewards & Recognition policy is to motivate and foster a productive work culture to achieve organizational objectives. It encourages employees to excel, take initiative, be creative and realize their latent potential individually and as part of a team in contributing to the organization. The awards and categories have been divided into following categories:

Individual / Departmental Level Awards

- Thank you Note & Certificate of Recognition
- Spot Awards (Departmental Level)
- Lunch with Divisional Heads/ED
- Value-able Award

Divisional & Organizational Level Awards

- **Safety Award:** Safety is a key business imperative whose importance cannot be emphasized any further. The Excellence Award for Best Safety Practice/Initiative was instituted with the aim of recognizing exemplary efforts with respect to improving and institutionalizing safety.

- **Chetana Award:** This Award is presented to the Division which has managed to promote a good work environment achieved high productivity levels and established a culture of excellence. Engagement levels of employees, attrition rates, reward & recognition of employees, good industrial relations are some of the defining parameters for this Award.

- **Kalpak Award:** This award is presented to the individual / team who have come up with a suggestion which has resulted in significant tangible gains for the organization

- **Customer Service Award:** This Award is presented to a Division for its commitment towards superior Customer Service orientation and setting new benchmarks of Customer centricity.

- **Adarsh Power Trainee:** This Award is given to a trainee for demonstrating excellence in learning the work, good behavioural qualities and getting well along with people, ability to apply theoretical concepts to real life situations at the work place.

Economic Performance

Economic Performance

Tata Power's journey has been a fascinating saga of pioneering initiatives; responsible business practices that have a minimal impact on the environment; and initiating several socio-economic changes in the community in the vicinity of operations. In its quest to deliver sustainable energy, the Company is spreading its footprint nationwide, setting new benchmarks for operational efficiencies, investing in global resources for green energy and redefining paradigms.

As Tata Power strives to lead the reform process for sustainable power, it is also committed to safeguarding the environment for future generations. After all, it was way back in the 1900s, that founder, Jamsetji N Tata, vowed to provide the country and its people with cheap, clean, and abundant power. Tata Power continues to make good on that promise and takes pride in lighting up lives.

The Company has grown from modest beginnings – with an annual revenue of ₹ 0.049 million in 1911 to a revenue of ₹ 1028.9 million in 2013; a CAGR of 8.5% w.r.t. FY11-12.

Management Approach

Electricity is the prime mover of economic growth and is vital to the sustenance of a modern economy. Historically Indian power sector has witnessed manifold growth while the road that lies ahead is dotted with many challenges to deliver quality and reliable power at the doorstep of consumers. With the focus on increasing generation capacity, the corresponding investment in the transmission and distribution sector is also expected to be augmented to strengthen the infrastructure. The Government of India plans to strengthen the National Grid with close to 300 GW generating capacity and 65 GW of inter-regional transfer capacity by 2016-17 from present level of about 28000 MW. Further the Planning Commission projections indicate about five-fold increase in peak demand over the next 20 years i.e. at the level of about 500 GW from the present 130GW. Towards sustainability, emphasis has to be given to harness renewable energy sources like wind, solar, biomass etc., on a large scale and their integration into grid.

Tata Power's economic growth has been from 40 MW in 1915 to 8499 MW in reporting year and is progressing to achieve 26000 MW by 2020. Tata Power has been involved in bringing electrification in India and has been instrumental in its outreach to far places thus accelerating growth of the nation and enhancing market reach. The venture with Cennergi this year has been fora into renewable front for grip internationally as well.

Tata Power's performance across most of its segments has registered an improvement. While the Company is confident of robust growth in the coming years, it is also aware of the perils ahead. Inflationary pressures, coupled with rising coal cost, natural calamities and security issues, may play a substantial role in future business outcomes. Tata Power has well-chalked out plans such as streamlining the operations, improved security in and around plants, better disaster management plans, and introducing more fuel efficient technologies to mitigate the impacts of these factors. All generating stations have a Disaster Management Plan (DMP) in place and equipped to handle unforeseen events. The station specific DMPs are uploaded on internal server which can be accessed by concerned station personnel.

Power sector reforms are critical for providing an impetus to economic growth. There is an urgent need to ramp up generation capacity to reduce the demand-supply gap. The government's capacity addition program has fallen short of targets in every five-year plan. The way forward is to expedite distribution reforms as this would have a direct impact on the sector's commercial viability. The public-private partnership model is an efficient route to encourage private investments in the distribution business and should be implemented on a wider scale. The sector has witnessed high distribution losses (35-40 per cent) and low billing recovery, which have impacted the financial health of the utilities. Transmission and distribution losses should be reduced through metering, feeder separation, introduction of high voltage distribution systems, metering of distribution transformers and strict anti-theft measures. Other possible reform initiatives include unbundling of the state electricity boards, implementation of open access and a nominal increase in retail power tariffs. In addition, alternative distribution models, particularly decentralised generation using renewable could be effectively used to address the needs of rural and semi-rural communities. Moreover, the government should evolve a national energy security policy, rationalise coal linkage allocation to optimise rail movement, resolve issues related to fuel supply agreements and fast-track clearances for coal mining projects through a single-window inter-ministerial body. Further, an independent coal regulator should be set up to oversee mine planning and development; ensure adherence to investment plans and compliance with production schedules; and prepare a road map to introduce commercial mining.

Tata Power has overcome majority of these obstacles by aligning with International Coal companies for a dedicated coal supply, Tata Power is the No.1 power distribution company and actively working towards decreasing losses and increasing customer centricity.

Business Highlights 2012-13: Tata Power and Subsidiaries

At Tata Power, Sale of Power has increased by 5% from 15240 Million Units in last Financial Year FY11-12 to 16002 Million Units in Current Financial year FY12-13, the generation consists of Thermal Plants at Trombay, Jojobera, Hydros and Wind assets. The revenue has increased by 8.5% from ₹ 947.9 million in FY12 to ₹ 1028.9 million. Revenue from Power Supply is higher mainly due to higher operating performance of Mumbai Operating assets. Operating Cost has increased by 8.7% i.e. from ₹ 676.9 million to ₹ 736.0 million on account of increase in fuel cost, depreciation and other expenses. There can also be seen a increase in Employee benefits from ₹ 51.3 million to ₹ 54.8 million mainly due to yearly increase in wage bill. The year FY13 ended with improved EBIDTA (operating Profit).

Economic Value Generated and Distributed

The details of the direct economic value generated and distributed i.e. Operating Costs, Employee Wages & Benefits, and Payment to providers of capital; Payments to the Government & Community Investments are given below:

Economic Growth	FY 2010-11	FY 2011-12	FY 2012-13
Economic Value Generated	74120	94790	102890
Economic Value Distributed	68040	85770	93960
Operating Costs	54970	67530	73530
Employee Wages & Benefits	3410	5130	5480
Payments to providers of Capital	7570	9250	11510
Payments to Government	2060	3710	3370
Community Investments	30	150	70
Economic Value Retained	**6090**	**9020**	**8930**

Above Figures are in ₹ Million

Distribution and Customer Support division is responsible for development activities for providing reliable electricity. The details of these activities are given in other section of this report.
The expenditure on Research & Development is given below:

Investment Type	FY 2010-11	FY 2011-12	FY 2012-13
Revenue Expenditure	1.9	1.6	0.2
Capital Expenditure	134.1	79.5	260.7

The above expenditure pertains to Strategic Electronics Division (SED) which is not in the present scope of reporting.

Performance of Tata Power Subsidiaries

The Coastal Gujarat Private Limited (CGPL) was not recipient of any financial assistance like tax relief, ubsidies etc from the Government of India, in the reporting period. The Economic Value Generated and Distributed of CGPL is given below:

Economic Growth	FY 2012-13
Economic Value Generated	27955
Economic Value Distributed	35339
Operating Costs	28844
Employee Wages & Benefits	254
Payments to providers of Capital	6164
Payments to Government	Nil
Community Investments	76
Economic Value Retained	**7384**

CGPL was commissioned in the reporting year.
Above Figures are in ₹ Million.

No financial assistance like tax relief, subsidies etc. was received by Maithon Power Limited (MPL) from the Government of India, in the reporting period. The Economic value generated and distributed of MPL is given below:

Economic Growth	FY 2010-11	FY 2011-12	FY 2012-13
Economic Value Generated	Nil	3701	16621
Economic Value Distributed	9	5443	17484
Operating Costs	7	4200	13784
Employee Wages & Benefits	1	12	158
Payments to providers of Capital	Nil	1219	3530
Payments to Government	Nil	Nil	Nil
Community Investments	0.73	12	12
Economic Value Retained	**9**	**1741**	**863**

MPL's unit was commissioned in FY 11-12 & 2nd in FY12-13.
Above Figures are in ₹ Million.

Financial Implications of Climate Change

Climate change is the greatest environmental challenge of the current generation. The multitude of impacts include scarcity of natural resources and their upwardly spiralling prices, enhanced transportation costs, additional insurance covers and expenditure on risk mitigation. While the financial implications of future regulation have not been quantified, Tata Power has quantified the financial implications of continuously rising coal costs and consistently takes measures to reduce energy consumption in the processes.

Climate change is not a new phenomenon anymore and even Corporate can't part their ways from its effects on the continuity of the business. It affects the corporate world as much as it affects plant, animal or human world. There are various risks associated with the Power sector like carbon footprint. The Company's operations are exposed to potential financial risks from regulations to control greenhouse gas (GHG) emissions. So, the continuous endeavour is to reduce the GHG emissions due to its operations. Emission abatement and energy savings are key considerations in the decision-making. Company undertakes transparent public reporting of the carbon footprint and discloses the GHG emissions to Carbon Disclosure Project, UK. There are various initiatives for climate change adaption and mitigation. Tata Power also abides by Tata Group's Climate Change Policy.

Tata Power is a process-driven organization that employs strong governance combined with leadership and the motivation to deliver operational excellence. The Company utilizes well-established management frameworks supported by specific processes and systems that drive, measure and report performance on an ongoing basis. The Enterprise Risk Management (ERM) framework facilitates the monitoring and oversight of a broad range of corporate, divisional and project risks across all businesses. Within this framework, risks and related issues and potential opportunities are identified, prioritized, owned, reported on and managed to best value. It is inevitable for the Company to give due respect to climate change and factor it in ERM process also. Company cushions for any present and future risks while keeping in mind in financial implications of the same. CGPL has quantitatively estimated the financial implication of Climate Change in the tune of ₹ 8.8 million and risk assessment methodology was adopted through risk management system.

Defined Contribution Plan & Obligations

The Company operates the unfunded/funded defined benefit plans. The unfunded benefits are Ex-Gratia Death Benefits, Retirement Gifts, Post Retirement Medical Benefits, Health Care Insurance, Pension and funded defined benefit plans is Gratuity. The Gratuity is administered by the Trustees Tata Power Gratuity Fund.

The Company has defined contribution plans for the employees such as Provident Fund and Superannuation. The Company contributes towards Provident Fund (PF) and Superannuation Fund through defined contribution retirement benefit plan for qualifying employees. The PF is administered by the Trustees of Tata Power consolidated PF and Superannuation fund is administered by the Trustees of Tata Power Consolidated Provident Fund and the Superannuation fund is administered by the Trustees Tata Power Superannuation Fund. Under these schemes, the Company is required to contribute a specific percentage of salary to retirement benefit schemes to fund the benefit.

The Rules of the Company's Provident Fund administered by a Trust require that if the Board of Trustees is unable to pay interest at the rate declared by the Government of India then the shortfall shall be made good by the Company. Having regard to the assets of the fund and the return on the investments, the Company does not expect any shortfall in the near future. The actuarial valuation of the present value of the defined benefit obligation has been carried out as at 31st March, 2013. The Defined Benefit Obligation for the current reporting year is ₹ 778.5 Million.

Local Supply

Local supply enables to provide global platform to local talent, add value to local resources and help fuel a vibrant local economy which has a large stake in the success of business. Tata Power is committed to widen and develop its supply base from the locally available high quality suppliers to meet its business requirements. However, we have no formal policy of giving specific preference to the local based suppliers, but being based near the service locations, locally based suppliers become economical and more competitive. Keeping the principle of fairness and equity, all the suppliers are evaluated on the same factors and scale. The selection process is purely based on the merit of an individual irrespective of his/her place, sex, religion, caste etc.

The Company is committed to widen and develop its supply base from the locally available high quality suppliers to meet its business requirements. However, there is no formal policy of giving specific preference to the local based suppliers.

The Tata Power's suppliers' evaluation philosophy is highly transparent, fair and based on several factors, such as Supplier's ability to meet the work requirements & delivery/completion schedule, Safety, Quality, law and environmental compliance, supplier's proven track record and financial health etc, among many other criteria. Geographic location gives suppliers the advantages in terms of more economical, ease in mobilization, local work & culture knowledge etc. Tata Power has considered top 10 suppliers based on monetary values as significant supplier & local suppliers are defined as suppliers within India.

Tata Power has developed a Green Supply Chain Management Policy (GSCM) which introduced supplier selection criteria pertaining to Environment, Health & Safety, Compliance, Human rights & ethics. Tata Power encourages its suppliers and contractors to addresses these values in their business. Tata Power would continually promote sustainability awareness amongst suppliers & contractors thus improving Triple Bottom Line performance.

Local supply or a shorter supply chain ensures greater certainty and predictability of delivery times, responsiveness to demand, increased speed to market and mitigation of climate risks and voyage perils. Tata Power's continuous endeavour has been to empower local communities and work for their development. The boundary for "Local" is defined as suppliers residing near the Company's operations. In addition to the above said benefits, engagement of local suppliers promotes building of harmonious relationship with the local community.

Supplier Statistics

Monetary value of Significant Suppliers (₹ million)	Monetary value of Local Suppliers out of Significant Suppliers (₹ million)
77381	47647

Tata Power has major operations in India and the engaging child labour in any form in the company or in supply chain is strictly prohibited. However, a check is administered while supplier selection process as they are requested to abide by the Tata Code of Conduct clauses. The Company also conforms to the Principle 5 of United Nation Global Compact on Child Labour. Tata Power's Human Rights policy helps keep a check on all the parameters pertaining to Child labour, forced labour, freedom of association & collective bargaining and discrimination.

No operation or supplier of Tata Power is identified of having a risk for or incidents of child labour, forced or compulsory labour. The company also conforms to the Principle 4 of United Nation Global Compact on Forced or Compulsory labour. Tata Power engages with its suppliers on various forums like supplier meets and promotes open communication. During the reporting year no cases of Human Rights violations (incidents of child labour, forced or compulsory labour, overtime without pay etc) were recorded. However, TCoC clauses are incorporated in all the supplier / contractor audit check lists and investor agreements. Human Rights Policy was rolled out during this reporting year and Human Rights clauses as well as the screening will be implemented in future.

Indirect Economic Impacts

Tata Power has encouraged local community to identify various potential opportunities for growth and harness the indirect economic benefits. The community is encouraged to come forward and take advantage of various initiatives targeted to help them improve their capacities and broaden their market oriented outlook.

- Due to investment in the region, there has been growth in purchasing power of the people who have also looked at various investment options to secure their funds
- There has been increase in residential requirements which has been tapped by local communities by construction activities to augmenting their income levels. This is facilitating better specialized educational and critical health treatment accessing ability by these communities
- Various ITI Trade based training programs have helped people to engage within Tata Power and subsequently, their working efficiency is also helping them to work with other local industries and local government bodies. These opportunities have created a pool of entrepreneurs locally. Some of whom are now looking forward to other business assignment beyond their local territory

- There has been growth in the market size and the range of products and services has also grown. The growth in the people presence and daily requirements is adding to the local economy as the investment remains localized for meeting the needs
- Various Community initiatives offered the region with better access to drinking water and basic health facilities. Connectivity to energy solutions through solar power in off grid villages was a unique experience for communities who had not witnessed power in their lives until then
- The presence of Tata Power has also been able to raise aspirations of the youth and children to appreciate the importance of education which would be a stepping stone for them to make it to the company on merit grounds
- Growth of public movement requirements has also created market driven transportation facilities which has improved the connectivity to better areas by road. The local youth has also ventured to invest in transportation opportunities offered by Tata Power to meet its own requirement. This entrepreneurial ability enhancement has tremendously impacted the youth to venture in enterprise development as well
- This year witnessed a milestone in Self Help Group (SHG) Initiative. Tata Power crossed the mark of having facilitated formation of 153 Groups involving approximately 2200 women members across all locations. More than 1100 trained women members are inspiring several women and this is just the beginning. The cumulative savings fund stands at approximately ₹ 4.6 Million was created

Case study- India's 1st Ultra Mega Power Project, Coastal Gujarat Power Limited

Tata Power became the first utility with commercial operations of the country's maiden ultra mega power project UMPP at Mundra in Gujarat by commissioning the last unit of the 4000 MW plant. CGPL, a special purpose vehicle formed to develop the project, has commissioned commercial operations and the last 800 MW unit of UMPP. With this the total power generation capacity of Tata Power currently stands at 8499 MW reinforcing its position as the largest integrated power Company in India. Tata Power's Mundra UMPP has been completed in a record time of one year from the date of commissioning of the first unit in March 2012. This is the first of the UMPPs that heralds the entry of 800 MW supercritical boiler technology in India, which is environment friendly and efficient. CGPL supplies to 5 states, Gujarat, Maharashtra, Haryana, Rajasthan and Punjab.

The Mundra UMPP is part of the government's strategic plan for catering to the country's energy needs and is using supercritical technology. This technology and the choice of unit sizes will help the project produce lower greenhouse gas emissions and offer higher efficiency as compared to normal coal-fired power stations. In addition, the use of eco-coal significantly reduces sulphur emissions. Greenhouse gas emissions will be about 750 grams of carbon dioxide per kWh as compared to the National average of 1259 grams of carbon dioxide per kWh for other coal-based power plants. The plant will release 23.4 million tonnes (mt) of carbon dioxide per year as compared to 27 mt for other conventional power plants. Also, as compared to other subcritical plants, the project will avoid the combustion of 1.7 mt of coal per year, thereby averting 3.6 mt of carbon emissions annually. The Company has also taken up a tree plantation programme on over 250 acres of project land and efforts are being made to develop ponds using excess treated water. It is deploying renewable energy systems on plant premises.

Some of the key features of the Mundra UMPP are:

- Supercritical boiler technology in India, which is environment friendly and efficient
- Choice of imported coal significantly lowers sulphur emissions. The plant will use significantly less than the stipulated 1 % sulphur and 10 % ash content in coal
- Use of high efficiency electrostatic precipitators to control particulate matter emissions
- The low NO_x burners for combustion of pulverised coal are specially designed to reduce at least 35% NO_x emission
- Use of stacks with a height of 275 metres for dispersion of emitted gases to minimise the impact of emissions at the ground level
- 7 km long outfall channel is being constructed to ensure adequate cooling of hot water before it is released into the sea
- Provision of effluent and sewage treatment plant; dust suppression system; dry fog system; and special acoustic enclosure to control turbine generator noise, etc.
- Use of high density polyethylene lining in ash pond and the outfall channel to prevent ash water/ seawater ingress into the ground

Mundra UMPP got completed in a record time of 1 year from the date of commissioning of the first 800 MW Unit in March 2012. Tata Power firmly believes that UMPPs' are the solution to India's energy problems.

Chairman and Deputy Chairman's visit to Mundra

Environmental Performance

Environmental Performance

Tata Power is known as one of the efficient and environment friendly company involved in generating, transmission and distribution of power. Its environment protection measures are the best in the country. Tata Power believes that by enhancing environment foot print leads to largely customer satisfaction, stakeholder satisfaction, economic value addition and brings in competitive advantages. The major focus areas are resource conservation, energy efficiency & conservation and waste minimisation.

Policy

The environmental management is anchored by an environmental policy. The environmental policy ensures commitment to a clean, safe and healthy environment, and shall operate the facilities in an environmentally sensitive and responsible manner with continual improvement in minimizing negative impacts, achieving long term sustainability & enhancing the local environment of the communities. The Company has also formulated policies for E-waste Management, Energy Conservation and Safety & Health to ensure conformance to environment management.

The adherence to the policy is being monitored periodically. Tata Power adheres to the UN Global Compact principles 7-9 on environment and also adheres to Principle 6 of National Voluntary Guidelines (NVGs) of Ministry of Corporate Affairs which is also a part of Business Responsibility Report of Securities & Exchange Board of India (SEBI). The details of UNGC principles are given below:

- **Principle 7:** Businesses should support a precautionary approach to environmental challenges
- **Principle 8:** Undertake initiatives to promote greater environmental responsibility
- **Principle 9:** Encourage the development and diffusion of environmentally friendly technologies

The Principle 6 of NVGs suggests that business should respect, protect, and make efforts to restore the environment. The various policies at Tata Power are instrumental in protecting the environment. There are various mechanisms to review the environment compliance & its performance and these are addressed in subsequent paragraphs.

TATA POWER

TATA

CORPORATE ENVIRONMENT POLICY

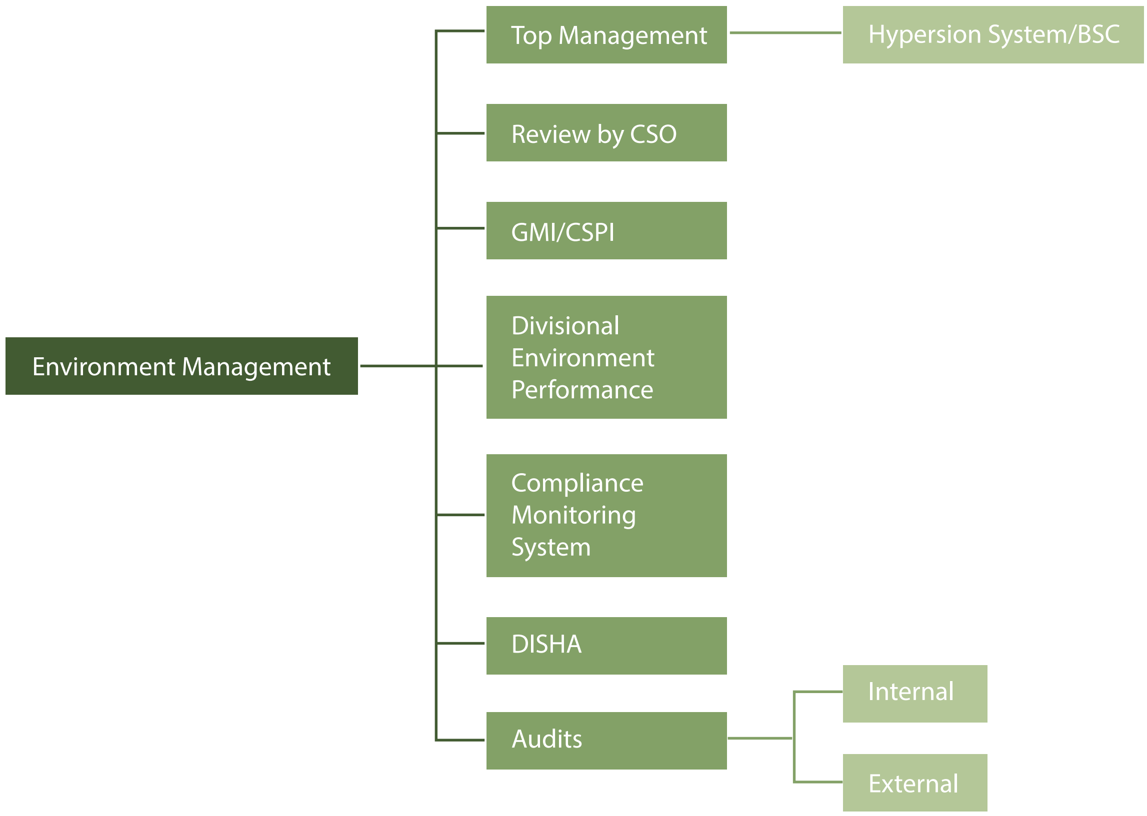
Tata Power is committed to a clean, safe and healthy environment, and we shall operate our facilities in an environmentally sensitive and responsible manner. Our commitment to environmental protection and stewardship will be achieved by:

- Complying with the requirements and spirit of applicable environmental laws and striving to exceed required levels of compliance wherever feasible
- Ensuring that our employees are trained to acquire the necessary skills to meet environmental standards
- Conserving natural resources by improving efficiency and reducing wastage
- Making business decisions that aim towards sustainable development
- Engaging with stakeholders to create awareness on sustainability

Management Responsibility

Tata Power has a Corporate Sustainability department headed by Chief Sustainability Officer (CSO), this department has three divisions namely Environment, Community Relations & Biodiversity, which report to the CSO. The CSO reports to Executive Director (Operations). Environmental Management is a part of core strategy and is constantly on the radar of Top management for long term business viability and continued success. Environment is not just conformance to compliance, but to go beyond compliance and create value for stakeholders. The commitment has always been to go "Beyond Compliance" and ensure that the company stay ahead of environment statutory requirements. It aims to set new benchmarks by successfully translating environmental issues into actionable and measurable goals which help enhance economic bottom-line, operational efficiencies and compliance across all generating stations.

At the Top management level Tata Power has devised a system to closely monitor environment performance. One such system is the Hyperion System, this is part of the Corporate Balance Score Card (BSC) and trickles down to the divisions. This is a system to track & monitor the overall organisational performance of which environment hold a prime spot. This review is carried out by the top management on monthly basis. Various initiatives for Environment Management and review is given below:



Environment Management Review Mechanism

Compliance & its Monitoring

Tata Power endeavours to comply with all necessary approvals that are taken from the relevant regulatory agencies before commencement of project activities. The conscience is evident of the impact that industrial wastes, be it air emission, wastewater discharge or solid waste generation have on the environment. Therefore as a responsible corporate, Tata Power has systems in place to closely monitor and measure emissions on a continuous basis. These systems help in not only track & complying with the existing laws on environment but going beyond compliance. Environment compliance is also monitored by Executive Director - Operations through daily Environment Dash board. This covers mainly incidents and exception to environment norms and conditions stipulated by SPCB.

At the very basic level exists the Divisional Environment Performance monitoring wherein, an audit is carried out by a team of environmental experts from different divisions. This team is led by a corporate environment member. A monthly review is conducted by the CSO for all the major thermal power plants and once in 2 months for other plants operating on non carbon emitting sources such as Hydro, Solar, Wind, Waste Heat, etc.

The Compliance Monitoring System is part of the section 49 of SEBI guidelines. The environment data (known as certificate) from each and every site is created by its designated owner, who is usually the Environment Head at that site. This certificate is then reviewed by the unit & Divisional Head, verified & vetted by CSO and finally submitted to SEBI along with other requisites by the Company Secretary.

DISHA is an integrated central online tracking system for all Environmental parameters required to be mentioned as per Consent to Operate (CTO) issued by the concerned State Pollution Control Board (SPCB). It is developed for all operating divisions of Tata Power. This system provides an overall view of environmental performance of all facilities to senior management. As a part of Sustainability Strategy, it is required to have a Management Information Systems (MIS) to give robust baseline data to select and prioritize Beyond Compliance initiative. DISHA maintains a master list of all parameters & limiting values and links the same to department and locations along with details about the location and person responsible for providing this information.

Tata Power has a robust Audit System (both internal and external) in place. Here, the internal audit is other than that audit carried out under divisional performance system mentioned earlier. This audit is carried out by 3rd party auditors as a part of financial audits. Therefore, here in this audit the expenses incurred for environment management are audited. This audit is carried out once every year. Under the audit system, external audit is a part of volunteer certifications such as ISO 14001 and OHSAS 18001. This audit is carried out by the 3rd party every 2 years and a surveillance audit is carried out once every year.

Tata Power has been compliant to all the relevant Environmental laws and regulations and there have been no significant fines or non monetary compliances during the reporting year. Tata Power is very conscious about Environmental Management since inception. It is Company's endeavour to comply with the applicable statutory requirements for emissions, waste etc. Due to better Environmental Management at all generating stations, Tata Power makes sure there are no significant negative impacts on local communities due to its operations. The Compliance Monitoring System and Disha have been implemented and these are reviewed regularly by the Top Management. Environmental performance is reviewed every month for all the stations. All generating stations are well equipped with Air Pollution Control Equipment (APCE), Wastewater Treatment Plants as well as monitoring emissions regularly to prevent & mitigate for better environmental management. Ambient Noise levels are also monitored at all locations and various initiatives have been taken to minimize noise levels even from planning & construction stages.

Beyond Compliance Initiatives

Green Manufacturing Index (GMI) is a monitoring tool for going beyond compliance. The index is calculated from various initiatives taken by each generating station. The weightage are decided for all initiatives of GMI considering the environmental impact. GMI is an internal index created to monitor performance of initiatives taken by generating stations which are station specific and taken from stakeholder engagement and materiality survey conducted by the 3rd party in FY 12. Few initiatives under GMI include specific water consumption, auxiliary power consumption, zero discharge, scrap utilisation, utilisation of bottom ash, plantation, rain water harvesting, energy conservation etc.

GMI is applicable to all operating locations and this is a yearly as well as long term target. This is a quantitative matrix of baseline, target and achievements on various Environment Voluntary Initiatives (EVIs). The index is tracked on a quarterly basis for all operating locations.

Corporate Sustainability Protocol Index (CSPI)

CSPI is an internal index and is based on sustainability strategy. It blends in excellence into the environment and social aspects of the Company. This is a process driven index that follows the principle of Audit – Review – Improve and is applicable to all generating stations. A scoring system is based on the performance of these stations on various sustainability initiatives. This is also part of Strategy Deployment Matrix (SDM) of top management linked to the Hyperion system and it trickles down to the divisions.

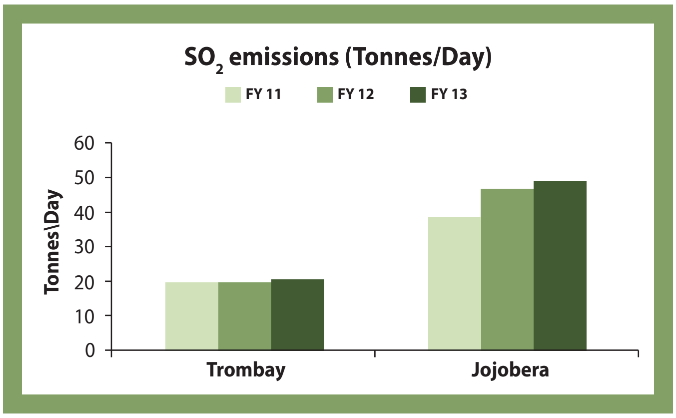
The performance of various environment parameters across generating stations is as follows:

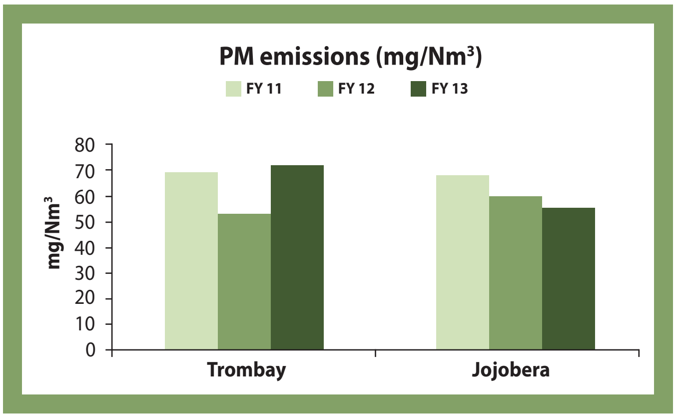
Air Quality

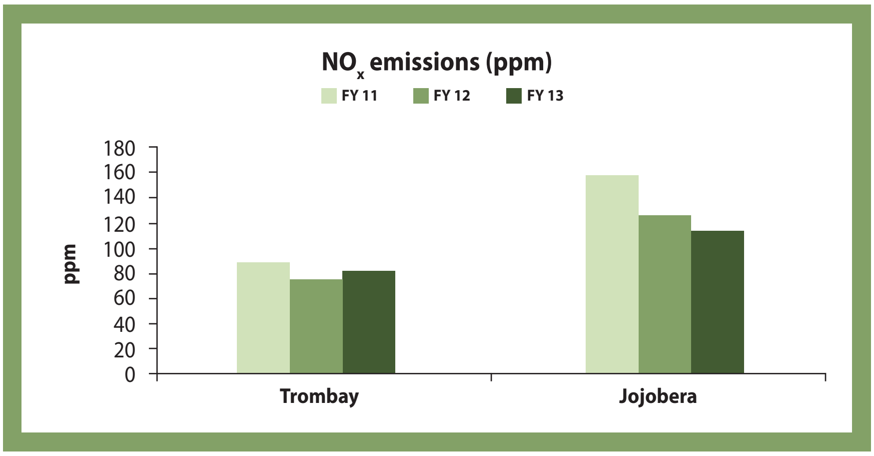
Tata Power adheres to emission norms and has advanced monitoring systems in place at all generating stations. These keep a check on various pollutants on a daily basis. The Company doesn't use any Ozone Depleting Substances (ODS) in its operations. Tata Power maintains Particular Matter (PM), SO_2 & NO_x well below the stipulated standards at all the locations. The stipulated limits of these parameters are location specific. These emissions are reported as per the standard practice of Regulatory Authorities.

Parameters	Trombay	Jojobera	CGPL	Maithon
SO_2 (Tonnes Per Day)				
FY 11	20	39		
FY 12	20	47		
FY 13	21	49	75	74
NO_x (ppm)				
FY 11	91	159		
FY 12	77	126		
FY 13	85	116	126	343
PM (mg/Nm^3)				
FY 11	68	67		
FY 12	53	59		
FY 13	71	55	28	43

CGPL & MPL was not operational in FY 11 & FY 12. There are no emissions of the above parameters from Hydros, Haldia and PH# 6 as they use water and waste heat for power generation respectively. The above figures are annual averages and rounded off.







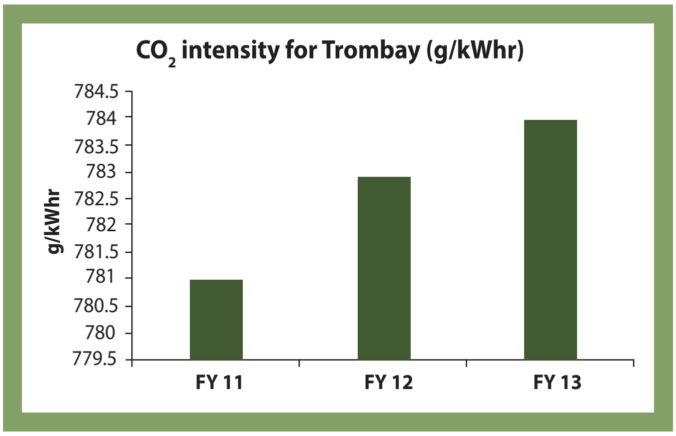
Greenhouse Gas Emissions

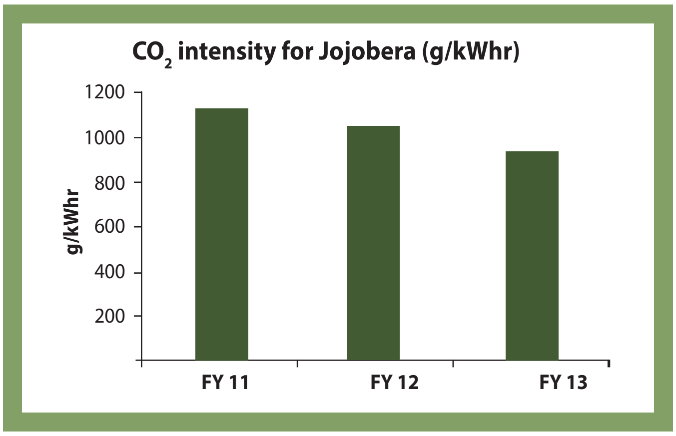
GHG emissions are tracked regularly and Carbon footprint assessment is conducted annually to compare trends from previous years and to accept targets to reduce them. Carbon Foot printing is done as per the WBCSD guidelines, ISO 16040. Tata Power's foray into non carbon emitting sources would help in significant reduction in GHG emissions in the long run.

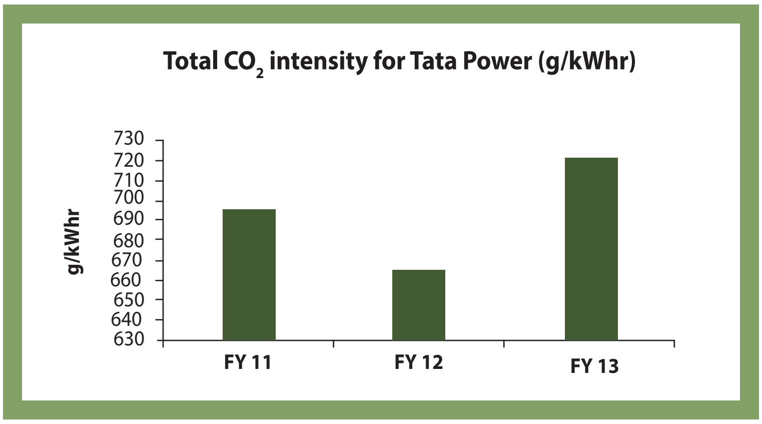
Tata Power CO_2 intensity (g/kWhr)

Station	FY 11	FY 12	FY 13	% Reduction
Trombay	781	783	784	-0.1
Jojobera	1139	1057	946	11
CGPL			806	
Maithon			819	
Total for Tata Power	**696**	**665**	**722**	**-9**

The CO_2 intensity for Tata Power has decreased in FY 12 owing to aggressive reduction targets and mitigation initiatives. The increase in specific intensity of GHG emissions FY 13 as compared to the previous year is due to increase in generating capacity based on coal fired plants commissioning of MPL & CGPL. The CO_2 intensity for various stations is given below:







The Greenhouse Gas emissions as per Scope I, II & III of Tata Power is as follows:

Category		Tonnes of CO_2
Scope I	Direct Greenhouse gas emissions	25024366
Scope II	Indirect Greenhouse gas emissions	9313
Scope III	Emissions due to Business Travel	3081
Total Carbon footprint		**25036760**

The imported coal from Indonesia with low Sulphur and low Ash content is used in Trombay & CGPL operations. The Coal is transported by sea route & no environmental impact was reported during its transportation. Coal is unloaded from barge by screw unloader to avoid environmental pollution. Closed conveyor is used for transportation of coal from coal berths to plant to avoid fugitive emissions. However, Trombay has facility of railway siding for coal transportation but currently it is not in operation due to us of imported coal. At MPL and Jojobera coal is transported through road and rail respectively. Both the locations are equipped for loading/ unloading of coal & no environmental impact due to road transportation or major environmental concerns was recorded. Coal is unloaded & stored with state of the art technology to avoid any impact in the vicinity of operations. The scope 3 emissions given above have not included GHG emission due to transportation of raw material.

Initiatives for Renewable Energy

Tata Power has actively forayed in the Non Carbon Emitting Sources (NCES) of energy generation like hydro, solar and wind etc., since its inception. During this reporting year, the Company's portfolio in NCES is 13 % of total generating capacity, which is in line with the strategic intent of the Company and matches with the initiative to provide renewable energy based product. This has resulted in a decrease in CO_2 emissions. Further, 2 generating units of Tata Power i.e. PH #6 and Haldia are based on waste gas & waste heat recovery respectively from the blast furnace of steel plants. The total capacity of these generating plants is 240 MW. This not only helps in mitigating Climate Change but also helps to reduce energy requirement from fossil fuels. These initiatives have provided renewable energy based products generation to the Company.

Energy

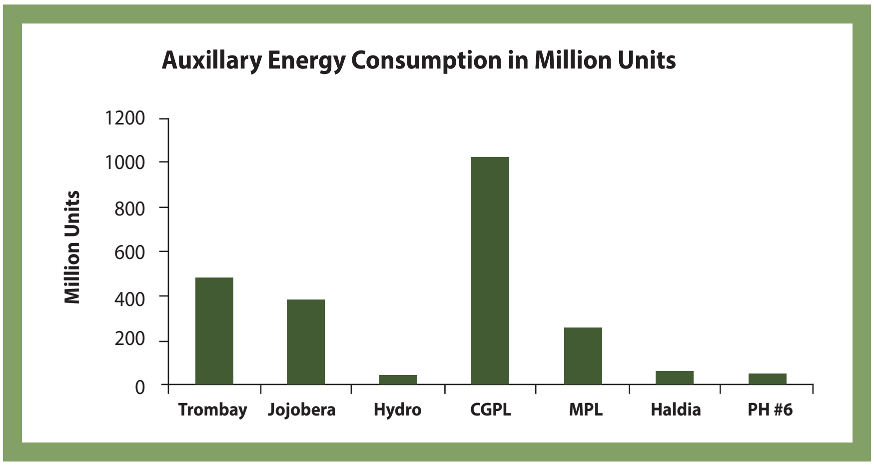
Energy is one of the key cost constituent in most products and services. It has a dual impact with the rise in fuel price. It has a large economic cost and with the increase in pollution levels resulting from energy consumption have a significantly large environmental impact. Auxiliary Energy Consumption is energy consumed within the generation station for operations. In order to conserve energy Tata Power is using technological advancements and foraying into Non Carbon Emitting Sources as per the strategic intent to reduce 20-25% from NCES. There has been no purchase of electricity for consumption at any operating station except at Mundra during the commissioning phase.

Auxiliary Energy Consumption (GJ)

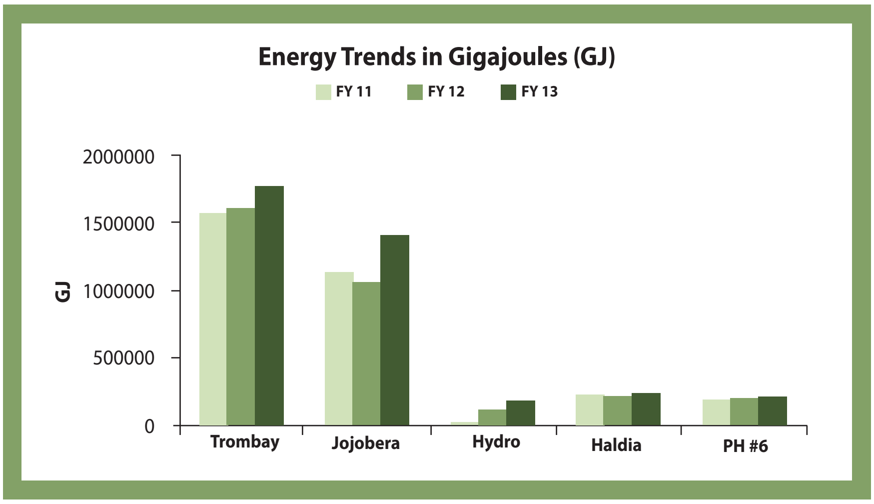
Station	Million Units			Gigajoules (GJ)		
	FY 11	FY 12	FY 13	FY 11	FY 12	FY 13
Trombay	438*	447	491	1576800	1609200	1767600
Jojobera	316	297	391	1137600	1069200	1407600
Hydro	7	33	53	25200	118800	190548
CGPL			1026			3692124
MPL			269			967068
Haldia	66.16	62.02	68	238176	223272	244044
PH #6	53	57	59	189648	205762	213070

*This has been changed from 446 MU in to 438 MU for FY 10-11

Data for CGPL & MPL for FY 12 & FY 13 is not available as they were not operational. CGPL, MPL, Haldia, PH#6 are newly added in the scope of reporting.

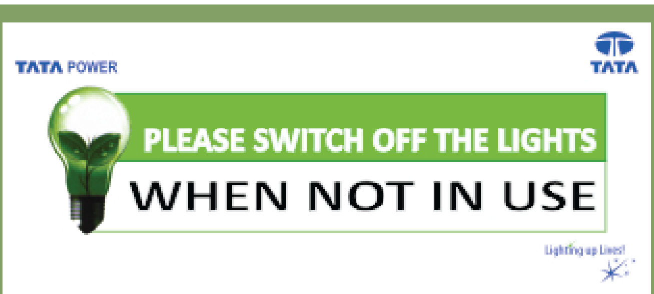


Energy Trends



Energy Savings Initiatives

Tata Power endeavours to achieve significant energy saving by use of Solar Energy at its various units in line with its continuous efforts to provide environment friendly solutions. One such initiative is from Tata Power's Haldia Plant, this plant initiated the use of Solar panels for the street lights and Switch yard areas. Around 10 conventional street lights have been replaced by Solar Street lights to save the auxiliary power of the plant. Earlier the plant was using 220 V, 150 W HPSV lamps for the street at site which have now been replaced by solar lights thus saving around 7300 KWH of power on a yearly basis. Similar lights have also been installed in the switch yard areas so that illumination will be available during blackout or emergencies. At the Corporate level, initiatives for promoting energy conservation, paper conservation were taken up by distribution of leaflets, labels etc to all employees to contribute to the cause.



Water

Tata Power is conscious of conserving the water resources throughout its operations. Several conservation measures are ensured at generating stations. Major water consumption is through Municipal water, Surface water (from captive lakes) and the sea water used for condenser cooling. No ground water or wastewater from any other industry was used at any operating station during the reporting year. The water withdrawal by source in m^3 and consumption by source & station wise also are given below;

Total Water Withdrawal by Source

Water Withdrawal (m^3)	FY 11	FY 12	FY 13
Tata Power*			
Fresh water	17880155	19564824	21108067
Sea Water	1315126200	1282460200	1243985028
CGPL			
Sea Water			38440760
MPL			
Fresh water			14315578

*Tata Power includes Trombay, Jojobera, PH # 6, Haldia, Hydros

Water Withdrawal by Source

Water Source (m^3/MWh)	Trombay	Jojobera	Hydro	CGPL	MPL	Haldia	PH 6
Municipal water	0.16	3.34			3.04	4.52	2.7
Sea Water	132			3.09			
Surface water			27223*				

*The water withdrawal is for FY 12-13 & the value for Hydro is an absolute withdrawal figure

Water Consumption trends- Station wise

Generating Stations	Consumption (m^3/MWh)	FY 11	FY 12	FY 13	% Reduction from previous year
Trombay	Municipal Water consumption (Process+ Domestic Water)	0.21	0.21	0.16	24%
	Sea water consumption (Condenser Cooling water)	138	140	132	6%
Jojobera	Municipal Water consumption (Process+ Domestic + Make up for Condenser Cooling)	3.42	3.26	3.34	-2%*
PH # 6	Municipal Water consumption (Process+ Domestic + Make up for Condenser Cooling)	2.872	2.78	2.7	4%
Haldia	Municipal Water consumption (Process+ Domestic + Make up for Condenser Cooling)	4.37	4.48	4.52	-1%
MPL	Surface Water Withdrawal (Process + Domestic + Make up for Condenser Cooling)			3.04	
CGPL	Sea Water Withdrawal (Process & Domestic after RO treatment + Make up for Condenser Cooling)			3.09	
Hydros#	Surface Water Withdrawal (Domestic Consumption)	30239	28832	27223	

* The increase in water consumption is due to start of operations of 5th unit at Jojobera in FY 13
# The Water consumption for Hydros (Khopoli, Bhivpuri & Bhira) is given in absolute values in M^3

Discharged Water Quality

Tata Power continuously monitors the quality of its condenser cooling water discharges into water bodies ithout changing the quality of water. There has been no water bodies with diversity values and related habitats affected due to water discharges and runoffs. However, the temperature of the water is maintained below stipulated conditions. The domestic wastewater is treated and utilised for plantation/dust suppression. At Tata Power all locations have set up efficient discharge systems comprising ETPs and STPs. Monitoring of water quality parameters is conducted on a monthly basis with MoEF certified laboratories. The characteristics of treated effluent are maintained below limits prescribed by respective State Pollution Control Board. The Jojobera plant is a zero water discharge facility, the treated water is used for landscaping activities. At all operating stations, 100% domestic water is treated and recycled back for plantation development or sprayed to minimize fugitive emission.

Commissioning of Wastewater Recovery Plant at Power House # 6 plant, Jamshedpur

The newly commissioned plant has a potential to save 400 Cu. meters of water per day. Tata Power, successfully commissioned 'Lamella Clarifier', a wastewater recovery plant at Power House # 6 as part of its World Water Day celebrations held on March 22, 2013. This unique Wastewater Recovery Plant is an Effluent Treatment Plant (Capacity 50 m^3/ hr) with Tube Settler clarifier. The objectives of installing this plant is to filter and purify the wastewater that is generated from the side stream filtration plant, and reuse the purified water as alternative water for the cooling water systems at the plant. The newly commissioned plant has a potential to save 400 Cu. meters of water per day, translating into a saving of close to 150000 Cu. meters of water each year.

The plant generates significant amount of high turbidity wastewater on account of the backwash of Side Stream Filtration (SSF) Plant Filter beds. Prior to installation of this clarifier, the backwash effluent of SSF plant was lost to drain as wastewater.

"As part of Tata Power's environment conservation and sustainability efforts, the project was undertaken to help reduce wastage of water, in turn helping cut down overall water consumption at the plant. It further reinforces Tata Power's commitment to implement the 3R principle (Reuse, Reduce, and Recycle) for the preservation of environment."

Material Consumption

Being the power industry the major material used is coal, oil and gas. Tata Power does not use any Polychlorinated Biphenyl (Persistent Organic Pollutants, POP) as well as Volatile Organic Compounds, VOC containing materials in any generation process or equipment across all locations. The quantities of raw material used by Tata Power's generating units are given below:

Generating Station	Raw Material (T/ MU)	FY 11	FY 12	FY 13
Trombay	Coal	490	499	491
	Low Sulphur Heavy Stock (LSHS)	233	248	232
	Gas	152	171	166
Jojobera	Coal	690	703	672
CGPL	Coal			460
MPL	Coal			629
PH # 6	Blast Furnace Gas (Nm^3)	2046280852	2338890402	2395965736

Use of Recycled Input Materials

No recycled input materials have been used during the reporting year. As mentioned above Tata Power is generating electricity from Coal as well as from NCES. However, an attempt was made to utilize by products or waste of other industries such as residual oil from nearby refineries in Trombay or pet coke from other refineries. Both the refineries i.e. Hindustan Petroleum Corporation Limited (HPCL) & Bharat Petroleum Corporation Limited (BPCL) have confirmed that no heavy residues are available as they are used in Low Sulphur Heavy Stock (LSHS) production in the refinery. Due to high sulphur content of pet coke was not be suitable for Tata Power.

Waste

The process of reducing of waste cannot survive in isolation. It has to be complemented with a robust process of reusing and recycling. Most of the waste generated is sold to third party contractors for disposal. A large percentage of non-hazardous waste disposed in this manner is eventually recycled or reused. Hazardous waste is stored & disposed as per Hazardous Wastes (Management, Handling and Transboundary Movement) Rules, 2010. There has been no hazardous waste under the Basel Convention imported or exported and no such waste has been shipped internationally. There have been no spills in the reporting year.

Waste Generated and Disposal

The Non hazardous waste i.e. fly ash generation for last 3 years along with Hazardous waste generation and disposal is given below:

Waste type	Station	Generation(kg/MWh)			Disposal in Tonnes
		FY 11	FY 12	FY 13	FY 13
Ash- Non Hazardous Waste	Trombay	8	7.88	8.7	81989
	Jojobera	300	251	296	1155864
	CGPL			24	26658
	MPL			271.5	368391

Waste type	Station	Generation (Tonnes/Annum)			Disposal in Tonnes
		FY 11	FY 12	FY 13	FY 13
Hazardous Waste* (Tonnes/ Annum)	Trombay	14	15	87.7*	87.7
	Jojobera	27	34	15	15
	CGPL			109.6	109.6
	MPL				
	PH # 6		3		
	Hydros	0.05	0.05		

At MPL and Haldia no Hazardous waste waste disposed.
* This includes 35 MT generated during 2011-12 but disposed off in April 2012.

The ash and Hazardous waste disposal for the reporting year is also mentioned in above table. The quantity of ash generated depends upon the type of coal used i.e Indian/ imported as well as ash content in the coal.

At all the locations leaf fall is used as Mulching for greenery development. Non hazardous waste such as steel, wood is also used as barrier, tree guard for plantation. Tata Power does not generate any waste which can be used for metal recovery. No waste was generated for in-house incineration; however flyash was disposed for construction industry as well as land filling as per regulatory guidelines.

Biodiversity Conservation

Biodiversity enhances ecosystem productivity where each species, no matter how small, have an important role to play. Conservation and sustainable use of Biodiversity is now need of time for meeting the food, health and other needs of the growing world population. The generating stations of the Company are not adjacent to the protected areas, sanctuaries, reserve forests or area of importance of biodiversity. There are no habitants in the IUCN Red list identified in the vicinity of the Company's operations. No biodiversity is affected due to Company's operations, however Biodiversity offset mechanism are implemented at various stations such as Mahseer Conservation, Turtle Monitoring, Biodiversity Mapping, Plantation as well as Avifauna studies. Though National regulations don't mandate the Company to work on Biodiversity Conservation, however as a conscious Corporate Citizen, the Company has taken many initiatives for Biodiversity Conservation and the details of various initiatives taken are given below:

Biodiversity initiatives at Tata Power

Different initiatives are taken to strengthen Biodiversity in and around locations.

- **Conservation of Endangered Mahseer Fish**

At one time Mahseer were reported to be declining in size and numbers and were feared to be in danger of extinction in some parts of the country. To overcome this extinction threat, we are conserving these mighty Mahseer fishes since 1970. Simple breeding and hatchery technology is developed for production of fry and fingerlings of Mahseer fish. It is the only breeding centre till date which breeds and supplies fingerlings to various states in India — Maharashtra, Karnataka, Punjab, Rajasthan, Andhra Pradesh, Haryana, Assam.

"~10027600 Mahseer fries have been produced by Tata Power since 1970."

Further, post in-depth research and conservation of Mahseer for the past 35 years, we decided to carry out Genetic fingerprinting of the same. This will ascertain the genetic purity of Golden and Deccan Mahseer in Walwhan. After entire exercise of Genetic fingerprinting, barcode for Mahseer will be created, which will be major contribution in the field of Biotechnology and genetics. This conservation effort has promoted biodiversity and encouraged eco-tourism, while giving a fresh lease of life to one of the most magnificent of the world's water wonders.

Conference of Parties (CoP) identified Bombay Natural History Society (BNHS) as a nodal organization to host the global NGO Alliance of Convention on Biological Diversity (CBD) for CoP 11 held in Hyderabad, India in 2012. BNHS was the facilitator for NGOs and civil society representatives for dialogue and inputs during CoP. In this connection and as part of their visit to Corporate's, a visit to Tata Power's Walwhan garden and Fisheries Mahseer Conservation Project at Lonavala was arranged for the Japanese delegation. Tata Power's efforts on conservation of the mighty Mahseer, nursery of various medicinal plants was also shown to the delegates. The efforts were well appreciated by the Japanese delegation.

Mahseer breeding in Hatchery being shown to the Japanese delegates

- **Biodiversity Mapping**

Tata Power doesn't have activities, products and services on biodiversity in protected areas or areas of high biodiversity values or outside protected areas. Hence, no negative impacts were envisaged due to Company's activities and no habitat was protected or restored. However, as a management strategy it is decided to have inventory of species of flora & fauna surrounding Company's existing generating stations. This baseline can be monitored over a period of time for change in habitat and species. Biodiversity for Mundra has been mapped.

Objective of this mapping was:

- To document and analyze the coastal and marine biodiversity along the Mandvi-Mundra coast.
- To identify the key impact factors on the biodiversity due to the activities related to the CGPL plant.
- Identify and benchmark monitoring of benthic species.
- To develop biodiversity monitoring protocols.
- To identify appropriate areas and parameters for restoration of affected ecosystem.

- **Sea Turtle Monitoring Project**

Sea turtle monitoring started as an extension of the 'Biodiversity Monitoring Protocol Studies. Gujarat Coast is supposed to harbour Olive Ridley and Green Sea Turtles. But there is no long term data available for nesting pattern and nesting habitat. This exercise was intended to assess the status of marine turtle nesting in the vicinity of outfall channel at CGPL. There is a need for such data collection so that the conservation of these species can be planned and implemented.

- **Cage Culture of Fishes in the Out Fall Channel at Mundra**

The idea of cultivating fish in the open sea through cages is one of the recent innovations in the field of Mariculture. The CGPL plant has two fishing villages namely Modhwa and Tragadi; adjacent to the project. These traditional fishermen are dependent on fish catch in and around this area for income generation. In this context our Management decided to approach to help these communities by supporting their livelihood by taking up a project related to fisheries with the local community. Under the technical guidance of Central Marine Fisheries Research Institute, (CMFRI), CGPL has established a pilot project by installing two cages in outfall channel. In both the cages, we are culturing Cobia (Rachycentron canadum) fish, known as Black King Fish. , Owing to its fast growth (up to 10 kg in a year), better adaptability, excellent texture and flavour, it fetches a good price in the market.

It is proposed that after successful completion of one life cycle of this pilot project the same will be replicate in the open sea to enhance livelihood of the Fishermen of nearby villages as well.

Fabricated Cage Culture & Culture of Cobia in cage

- **EIA for Biodiversity Mapping, Walwhan**

Tata Power has proposed to install a pilot project of 13.5kW based on floating Concentration Phototvoltaic (CPV) system in collaboration with Sunengy at Walwhan reservoir, Lonavala. National Environmental Engineering Research Institute (NEERI) has been hired to conduct an annual study of the region for the following parameters:

  - Water quality
  - Biodiversity in the lake
  - The flora and fauna around the reservoir

This study will provide a holistic picture of the existing site and changes, if any will be documented and appropriate actions can be taken to prevent any damage.

- **Trombay as an Important Bird Area (IBA)**

Trombay Thermal Power Plant is located on the bank of Thane Creek and is surrounded by Sewri mudflat on west coast. Sewri mud flat is famous site for flamingos. The area has been declared as an Important Bird Area (IBA) by Bombay Natural History Society and Bird Life International. This area is identified as important nesting site for many migratory birds such as Sandpipers, Plovers, Gulls & Terns including large population of Flamingos as well.

- **Eco Restoration**

The hydro project deals with the catchments of six lakes in the Western Ghats of Maval and Mulshi Taluka in Pune District. Hence preserving the catchments is the main priority. Afforestation is an age old practice to harmonize with nature since it is one of the ways to enhance biodiversity. Tata Power has carried out plantation of economically important species in and around locations.

- **Tree Plantation across Divisions**

Plantation is an ongoing exercise across all the generating station across Tata Power. Though, Tata Power has a limitation of space Trombay being the oldest plant and 33% area has been year marked for greenery development/ plantation/ horticulture. However, more than 1500 plants were planted. Jojobera and Power House 6 both are small generating stations with less area. CGPL & MPL was commissioned during this FY and plantation is in progress. The greenery is visible. The plantation at Hydro area is of utmost importance due to vast area available and this falls in the vicinity of Tata Power's catchment area. The plantation details of various stations/ divisions are given below:

Division	Number of Saplings Planted in FY 13
Trombay	1515
Hydro	~1077600
CGPL	233445
MPL	~61790
Power House # 6	455
Jojobera	450

- **Mangrove Plantation**

Mangroves play a very significant role in maintaining the coastal environment, reducing the impact of wave action and erosion in the coastal areas, preventing salinity and seawater ingress into the inland agricultural areas, and also providing protection to the coastline from the impact of cyclones. Apart from these ecological functions, mangroves play a very significant economic role in the lives of the coastal village communities. The villagers are dependent on mangroves mainly for fodder, fuel-wood and fishing activities. To protect the coastal area from erosion and protection from natural calamities, CGPL is developing mangroves on 1000 hectare land in consultation with Gujarat Ecology Commission (GEC). The project will benefit a wide range, from the local communities of the village who are directly and indirectly dependent on mangroves and its resources and the State in general which will benefit in terms of enhanced capacities in decentralised mangrove management, sustainable coastal resource management and better integration of environmental concerns in developmental planning for the coastal zone. Major groups of beneficiaries will be agricultural labourers, livestock owners and fishermen communities. Agricultural labourers, especially womenfolk, will be benefited directly by increased employment generation through plantation and regeneration activities. Livestock rearers will also be benefited directly by way of increased fodder availability through alternative resource creation. Increase in mangrove areas will also help fishing communities by way of enhanced fishery resources in the near-shore waters. As a whole, the village community will be directly benefited by way of easy access to fuel wood through sustainable harvesting of resources developed for the purpose. The project is also likely to open up new avenues of livelihood in the long run that would strive to integrate various farm-based activities such as apiculture, silviculture and non-intensive aquaculture. Increase in mangrove cover and species diversity will bring about other associated benefits on a wider scale, such as increased fishery and other faunal resources, control of soil erosion and salinity intrusion, development of a natural barrier against storms, cyclones, tsunami and hurricanes etc.

Development of Nursery-Mangrove

- **Impact Assessment Study for Transmission lines**

As Mumbai is an island city surrounded by Sea and Creeks, these transmission lines have to pass through Creeks and Mangroves. The alignments of all the mentioned transmission lines were so selected that they will avoid dense mangrove habitats as far as possible. For this, Bombay Natural History Society (BNHS) was appointed to carry out study on mangroves likely to be affected by each of the transmission line. Tata Power has been associated with the Forest department of the Government of Maharashtra, Mangrove Cell to support mangrove plantation drive.

- **Other environment friendly initiatives at CGPL**

  - Long outfall channel constructed prior to discharge of water into sea to reduce the temperature of outfall water and thus to minimize impact on marine life
  - Various species of plants are being planted in development of green belt
  - Aerators and Air injectors installed in the outfall channel to increase DO level of water
  - Monitoring temperature of discharged cooling water on continuous basis
  - Online sensor for measurement of dissolved oxygen in outfall channel
  - Saving Sparrows at Mundra

During the construction phase, few sparrows were sighted around the plant. Conscious employees of CGPL decided to conserve this potentially endangered species with the help of an NGO. 25 Earthen nests for birds were purchased and were placed under elevated portion of outer wall of project office. Further, the sparrows were fed with grains and water. These efforts have helped sparrows to survive in the scorching summer of Kutch. Intense care, strong determination and sincere efforts over the period are evident from the visibly increased number of sparrows and pigeons chirping and hovering happily in the surrounding area.

Hanging Earthern Pots

Walwhan Garden

Walwhan Garden located at the down streams of Walwhan dam in Lonavla is spread over an area of 12.5 acres. It is beautifully landscaped with colourful trees, shrubs, perennials and seasonal flowers. A few medicinal plants and some of the endangered tree species from the Western Ghats are also seen in this beautiful garden. A number of residential and migratory birds are observed in various season of the year around the garden. Butterflies are also found in large numbers in the vicinity especially during the end of winter season.

Indirect Energy Consumption

Specific energy is defined as energy per unit mass. In order to reduce the auxiliary consumption, Tata Power has various initiatives across all the generating stations. This is also one of the initiatives of Green Manufacturing Index (GMI) at few generating stations. However, the Company has not quantified these reductions in this reporting year.

Tata Power is also committed to reduce its indirect energy consumption. There are various initiatives taken by the Company and its employees to reduce these emissions e.g. Video Conferencing facility, Energy Conservation, Paper Conservation and Car Pooling. The Video Conferencing facility is available at all generating stations, Tata Power's offices in major cities, at Head office as well as at Corporate office in order to minimize the air travel. In fact, at Head office and Corporate office many such facilities so that they can be utilized by various departments at one time. While booking the air/train tickets through employee portal, an employee is informed through graphical user interface about the carbon emission due to the particular travel, further an employee is supposed to declare whether he has to travel for this meeting or can be done through video conferencing. Indirect energy consumption is also calculated for domestic and international air travel, surface travel by official car or sub contracted vehicle as well as for rail travel. The average distances are used for national and international travel for the calculation and the actual consumption of petroleum product is calculated and the rail distance is calculated at actual. Emission factors have been derived from World Resource Institute (WRI) wherein medium of emission factors has been used for domestic air travel while long haul emission factor has been used for international flights. However, in case of emission from diesel and petrol run cars, the IPCC default values for Net Calorific Value (NCV) and emission factor have been used. This has resulted in reduction of indirect energy and can be seen as an initiative for mitigating Climate Change. The car pooling facility is also encouraged and employees take pride to share car & report under Greenolution initiative.

Tata Power also encourages employees to avail the Company's bus service. This facility is available for employees at all the generating stations and also at various locations in Mumbai city. This facility is provided to employees from their respective work location to the nearest rail station and/or residence. This has helped the Company in further reducing its indirect energy consumption.

Tata Power also strives to reduce the indirect energy consumption through spreading awareness on energy conservation through Club Enerji. In line with its philosophy to curb wastage of energy and spread awareness about energy conservation, Club Enerji, Tata Power's nationwide energy and resource conservation movement spearheaded by school children, has gained momentum across the nation.

In the year 2012-13, Tata Power Club Enerji sensitised around 1248664 citizens and saved more than 1456850 million units of energy in the city of Mumbai alone, which can light up 682 houses. The units saved by the Club are equivalent to saving around 1457 tonnes of CO_2 emissions. Tata Power's nationwide movement propagating energy and resource conservation had its enthusiastic members pledge continuing commitment to the cause they have embarked upon.

The Corporate office at Carnac also introduced the maximum utilization of natural light and requested all the employees to **Switch Off the Lights – When Not In Use**. These labels were provided at each switch, computer, photocopier, etc. The vertical blinds, curtains are kept open in common places such as canteen, stairs, etc. as well as employees were encouraged to keep them open in their respective offices. This has not only helped to reduce energy consumption but also has resulted in waste minimization at source.

Ash Utilization

MPL is committed to sustainability and environment conservation. Maithon Power Limited (MPL) has entered into a Comprehensive Ash utilization Program through a MoU with Marshal Corporation Limited (MCL). The MoU with MCL will ensure comprehensive utilization of ash including facilitating value-added cement components like brick and paver block making arrangements. Further, through this initiative, MPL would be generating employment opportunity for the community residing around its area of operation. This is going to be a scalable and replicable model, to be followed elsewhere in Tata Power.

Paper consumption reduction

Team from Security, Administration and Environment department (all part of Sustainability Core team) at Trombay has taken up the initiative for recycling of waste papers and make paper pads which are being used for internal training purpose. Waste papers (tored papers/ debris paper) generated were collected at one place and shredded in shredding machine installed at Trombay. Shredded papers were handed over to contractor for recycling and to convert it in paper pads for reuse. About 500 Kg shredded papers were handed over to contractor and papers pads were received back from contractor. It is estimated that about 8 Number of trees are saved by recycling of 500 Kg papers. Team Trombay has taken up very good step for protection of environment by indirectly protecting trees.

Green Bins

Green Bins is a drive to collect the waste paper by putting Green bins at strategic locations. The waste paper collected is then made into a writing pad and issued to all the departments Due to confidentially issue the papers were shredded, weighed and handed over to an NGO to make use of it to make recycled pads. **This note pad is made from 100% recycled paper** is received back. Till date 20460 Kg of waste has been provided to third party and in lieu of it note pads have been procured.

Green Buildings- Architecture of Care

Architecture of Care (AOC) guidelines embodies a culture of peace, calm and welcoming and is used in building of Guest Houses/ Corporate Offices. Tata Power is currently focusing on Green Buildings for some projects to have less impact on environment. Special care has been taken to ensure that the material used is predominantly eco-friendly adding to sustainability quotient.

- Introduce solar water heating systems wherever feasible
- Recycle kitchen waste
- Make maximum use of natural light
- Switch over from incandescent bulbs to compact fluorescent bulbs (CFL) at all the Locations
- Use motion sensor light switches or light switches on a timer
- Place recycling bins in guest rooms or hallways
- Use recycled paper products
- Give guests the option of not having their towels & sheets changed daily

- Install low flow shower heads & aerators on sink faucets
- Use cloth napkins
- Select low maintenance landscaping plants to reduce chemical & water use
- Substitute hazardous cleaning agents with friendlier biodegradable products

Clean Development Mechanism (CDM) Projects

CDM is an instrument established under the Kyoto Protocol to achieve both sustainable development and contribute to the cost effective mitigation of climate change. It allows countries with emission reduction commitments to meet part of their reduction abroad, where Greenhouse Gas (GHG) abatement costs can be lower. The mechanism will also enable developing countries to attract investments in clean energy technology and assist them on a sustainable development path.

The Khandke wind farm in Maharashtra of 50.4 MW was 1st project to undergo a CDM registration with UNFCC. The 2nd project is Tata Power's 25 MW Solar Project at Mithapur. This allows Tata Power to trade Certified Emission Reductions (CERs) it would earn from the renewable energy project. Tata Power's Mithapur project is one of the largest of its kind in the country and has crossed 43000 MWh of generation from the plant since its commissioning in Jan 12. The Mithapur solar power plant uses the modular, proven, and widely deployed Crystalline Silicon Photo-Voltaic Technology to maximize power generation. The project helps in reducing an annual average of 37696 tons of Carbon Dioxide, by producing 39597 MWh per year (average) equivalent amount of clean energy. The Mithapur plant helps in reducing an annual average of 37696 tons of Carbon Dioxide, by producing 39597 MWh per year (average) equivalent amount of clean energy. With a total operational capacity of 28 MW Tata Power is one of the leading solar power companies. The Company commissioned 25 MW solar photovoltaic (PV) power project at Mithapur, Gujarat and 3 MW at Mulshi, Maharashtra.

The 3rd project of Tata Power 50.4 MW Wind project at Samana, Gujarat is also registered under CDM. The 50.4 MW wind plant at Samana was commissioned in May 2009 and uses 63 wind turbine generators of 800 KW capacity each to harness wind energy for power generation. The Samana plant helps in reducing an annual average of 96821 tons of Carbon Dioxide equivalent, by producing 104970 MWh per year (average) equivalent amount of clean energy. The Samana wind plant is Tata Power's Third CDM registered project. Samana is expected to generate ~76000 CERs per annum.

The above projects are registered under CDM framework; however equivalent CO_2e emission allowances have not yet been generated.

Environmental Expenditure

In 2013 the total financial commitment for environmental protection was ₹ 350.5 million. This expenditure was majorly done for pollution abatement (emissions, water treatment and waste and environmental management etc). However, this does not include any remediation costs.

	FY 11	FY 12	FY 13
Total Expenditure (₹ million)	80.8	41.65	350.5

Sustainable Information Technology Solutions

The Corporate Information Technology team has taken a significant initiative towards knowledge sharing and making the technology a user friendly tool. The initiative came to be called as "Techno Shastry" which gives techno bytes on technology used in various products, events, comparison of products, features, tips and release of new/enhancement in the office applications. The purpose is to engage all Tata Power employees in technology related topics thus helping in establishing a technology friendly environment in the organization by spreading awareness through information sharing and interaction.

There are multiple ways to share the information across the organization like Email, SMS, TV screens installed in common area, Intranet Portal, Pop-up in opening the portal and recorded AV etc. However, in this initiative the snippets and articles to be shared are transmitted as Techno Bytes through an e-mail while detailed articles are referred to as "Window to Technology".

Going forward, the Information technology team also plans to provide a discussion forum to interact with each other and share the thought over the publish contents. **Green Sustainable IT** is a relatively new concept. It refers to two things which are changing rapidly. The first is our understanding of the term Green and what isn't. The second is Information Technology, which is extending its scope, techniques and social and geographical presence on a daily basis. Broadly, it aims to achieve following objectives:

- Minimising the negative impact of Information Technology usage on the environment
- Using Information Technology to help solve environmental issues

The Green Sustainable IT can be defined as; Green Sustainable IT is a collection of strategic and tactical initiatives that directly reduces the carbon footprint of an organization's computing operation. However, Green Sustainable IT is not just focused on reducing the impact of the Information and Communication Technology (ICT) industry. It is also focused on using the services of ICT to help reduce the organization's overall carbon footprint.

Green IT Initiatives

The Corporate ICT has identified and implemented following initiatives to ensure that its operations are sustainable and help to positively influence the environment:

1. Virtualization: Virtualization lets multiple operating system environments (for application and database servers) run on a single hardware platform to reduce overall hardware requirements which in turn reduce the overall energy costs. It has been shown that virtualization can help to reduce the need for processing power requirements by more than 15% on an average.

Corporate ICT at Tata Power has a combination of physical and virtual servers in its large size server landscape out of which 40 virtual servers have been housed in the hardware equivalent to 15 physical servers helping Corporate ICT with considerable flexibility of operations & maintenance in terms of requirement of processing power and memory for the IT applications. This kind of configuration has resulted in 60% power saving which is equivalent to **90000 KWh of electric power** per year amounting to a saving of approx. ₹ 5 million per year. Apart from the monetary gains for the organization, reduction in power requirement has resulted in saving of infrastructure requirements at Data Center where entire IT landscape has been set up in turn minimizing its impact on the environment.

2. Adoption of the Cloud computing: Cloud computing is recently added phenomenon in IT parlance during last few years which literally means flexibility of adding capacity on the fly without investing in the additional infrastructure, additional software licenses etc. since these are available as a service on the Internet, based on the usage requirements. This service is available from Internet based technology service providers having optimised infrastructure availability from environment friendly large Data Centers.

Tata Power has been exploring the options of adopting cloud technology for some time now and the driver for the same is to reduce the expenditure on new infrastructure & licenses if feasible. As a step in that direction, Corporate ICT has been using the services for email filtering for antivirus, antispam, content control, image control from Symantec cloud before it arrives into the email Exchange server within our network. This has resulted in filtering of almost 50 % of emails before they enter Tata Power network reducing the load on network bandwidth, minimising the risk of spamware/malware and saving the processing power of servers which may otherwise be required for filtering the spam emails. This saving amounts to about **6 GB of emails** being filtered out per month. This has saved about **2000 KWh of electric power** which otherwise would have been consumed by Exchange server in the absence of this arrangement. With the growth of the organization, this figure will further rise.

3. Enforcement of Power saving mode (Hibernation) through Domain Policy: Conventionally the Windows desktops and laptops have power saving modes which are customizable for configuring the machines to take the benefits of Power saving. Hibernation is a mode which helps in saving power by switching off the machines reducing the power consumption to zero. Corporate ICT has enforced the Hibernation policy for 700 desktops / laptops at Tata Power which are unused continuously for more than 20 mins. This has resulted in the saving of **86000 KWh of electric power** upto Feb - 2013 and projected saving for FY13 is **94000 KWh of electric power** amounting to a saving of approx. ₹ 5 million per year. It is planned to apply this policy all machines (3600 nos.) in FY14.

Occupational Health & Safety

Prepare and prevent, don't repair and repent

Tata Power believes that Safety is a core value for conducting its businesses. A number of initiatives have been taken to embed a culture of safety and safe working practices in the organization. A detailed corporate safety action plan has been prepared, including the activities that will be guided and supervised by Safety professionals on a monthly basis. Tata Power believes that health and safety of stake holders is of utmost importance. Tata Power has developed a culture of safety through active leadership and provides appropriate training at all levels to enable employees to fulfil their Health and Safety obligations. Trombay, Jojobera, Hydro, Haldia generating stations are OHSAS 18001:2007 certified.

Tata Power strives to provide safe place to work, ensures that all the machinery, tools, plant, equipment and appliances are well designed, operated and maintained in a safe condition. The Company has also implemented a set of critical safety procedures that control vital operations and maintenance activities. Due emphasis is placed on appropriate planning and control including multi layered safety audits, inspections and management review in ensuring that safety system is functioning effectively. In general 80% incidents are attributed to human failures. Keeping this in mind, Tata Power has taken various measures to address incidents due to human error. Apart from having comprehensive project safety guidelines for ensuring safety in design, it provides structured Behaviour Based Safety trainings to key employees.

In order to systematically manage safety at Tata Power, it has introduced an Integrated Safety Management System (SMS) that covers structured Safety Organization & Policy, Management Control Systems, Emergency Control System, Management of accident/ incident/ near miss/ damage reporting system, Workplace implementation, Management Review based on British safety Council's 5 Star SMS model.

Tata Power believes that good safety is good business which helps sustain world-class business performance. Safety principles provide direction and focus to our Occupational Health and Safety program for achieving and sustaining safety excellence. Occupational Health data including diseases is monitored regularly and data is maintained. The National Safety Day (NSD) and week were celebrated across the Company at all operating stations during the reporting year on the theme of **Work together to ensure Safe & Healthy Workplace** which is declared by National Safety Council (NSC), India. However, at Trombay the workers also participate in these celebrations such as World Environment Day, National Safety day & Week etc as 100% of the total workforce is represented in formal joint management Health and Safety Regional Committee. This Committee advises on Environment, Health & Safety related programs.

SAFETY PLEDGE

"We the employees of TATA POWER firmly believe that all injuries are preventable and all operating exposures can be safeguarded.

We wholeheartedly accept that working safely is everybody's responsibility and a condition of employment. We shall strictly adhere to TATA POWER safety standards and procedures for the prevention of all types of incidents.

We shall put all our best efforts to achieve our safety vision "To be a leader in safety excellence in the global power and energy business."

We solemnly affirm that we will dedicate ourselves to the cause of safety in the interest of self, our family, organization, society and nation at large."

Safety Vision

Tata Power aims, to be a leader in Safety Excellence in the global power and energy business.

Safety Principles

- All injuries and occupational illness are preventable
- All operating exposures can be safeguarded
- Management is accountable for providing a safe working environment and preventing injuries
- Working Safely is everybody's responsibility and a condition of employment
- Workforce commitment to Safety is essential
- We will get the level of safety we demonstrate we want
- We will promote off the job safety for our employees
- Safety is a core value
- A job is successful only if it is done safely
- Everybody is empowered to stop unsafe work

Health & Safety Policy

Tata Power reaffirm to the belief that the health and safety of Stakeholders is of the utmost importance and takes precedence in all its business decision. The H&S policy is displayed at prominent places in all stations and Corporate Offices. This policy involves all employees to maintain a safe and healthy workplace and develop a culture of safety. Over and above the policy Tata Power has set 10 commandments of Safety. These are inviolable Safety rules that must be complied with at all times within the Company or anywhere in relation to the Company's work.

TATA POWER

TATA

HEALTH AND SAFETY POLICY

We, at Tata Power reaffirm our belief that the health and safety of our stakeholders is of the utmost importance and takes precedence in all our business decisions. In pursuit of this belief and commitment, we strive to:

- Maintain and proactively improve our management systems to minimize health and safety hazards to our stakeholders and all others influenced by our activities
- Ensure total compliance with all applicable occupational health and safety regulations and other legal requirements
- Integrate health and safety procedures and best practices into every operational activity with assigned line-functional responsibilities at all levels for improving and sustaining Health & Safety performance
- Involve our employees in maintaining a safe and healthy workplace through periodic reviews of operational procedures, safe methods of work and a safe work environment
- Develop a culture of safety through active leadership and provide appropriatetraining at all levels to enable employees to fulfil their Health & safety obligations
- Incorporate appropriate health and safety criteria into business decisions for selection of plant and technology, performance appraisals of individuals and appointments in key positions
- Ensure availability at all times of appropriate resources to fully implement the Health & Safety Policy of the Company
- Actively communicate this policy to all stakeholders by suitable means and periodically review its relevance in a continuously changing business enviroment

Safety Organization Structure

Safety Steering Committee (SSC) chaired by the Managing Director reviews the safety performance once in quarter and guides the implementation of detailed action plans through Central Safety Committees and Site Implementation teams at all sites. 5 Corporate Committees for Safety Observations, Incident Investigation, Rules and Procedures, Capability Building and Contractors Safety Management act as Keepers of Standard, introducing new and improved procedures, systems and processes for implementation through the SSC and the local counterparts. An integrated Safety Management System has been developed and implemented across the Company.

Safety Meets and Audits

Intensive training modules and meetings are organized on safety, including an annual safety strategy meet to review effectiveness of implementation of the various initiatives across the company. Safety requirements have been drilled down to the level of contractors' employees and made a part of all contracts. Tata Power has also deployed an online system that includes recording, analyzing and reporting the results of Safety Training Observation Program (STOP) audits, as well as safety audits and incident reporting including near-misses with facility for tracking status of implementation of recommendations. A cross functional audit team trained by DuPont has been conducting audits against safety standards at all projects at regular intervals.

Safety Initiatives

Tata Power is committed to Safety and is driving it as a major initiative at all group companies including its subsidiaries. Some highlights of the measures taken to promote safety at CGPL, the subsidiary of Tata Power and MPL, a JV of Tata Power are elaborated. Road Safety Week was observed at CGPL, Mundra and at MPL, Maithon to spread awareness among the employees and in surrounding communities. Mass Road Safety awareness Programmes were organised along with a Defensive Driving awareness Programme for drivers, employees and housewives, which also included a special Quiz competition. Other initiatives such as Unique Road Safety awareness training programmes was organised for school Children of nearby Villages of Tunda, Vandh, Kandagra and Nana Bhadia in Mundra, Gujarat and a safety poster competition was also organised, where 91 school children participated. A special Traffic Safety Awareness Program was also organised at Bhuj where RTO team and officials participated.

Tata Power's Hydro, Jojobera, Haldia, Transmission, divisions crossed 1000 days without any Lost Work Day Case. All Tata Power group companies / divisions are committed to maintain a safe and healthy work place through periodic reviews of operational procedures, safe methods of work and safe work environment. Compliance to mandatory / job specific PPEs is a pre-requisite before starting any activity and there is a very high level of compliance in this regard. Continual training on various Critical Work Procedures, First Aid, Defensive driving through videos and safety films have played a major role in creating / enhancing Safety awareness. Mock Drills at regular intervals, Safety E-learning (web based training modules), inter departmental JSA competitions and Rewards & Recognition for safety initiatives / practices are some of the best practices followed across Tata Power.

Safety Statistics

Safety Parameters	Permanent Workforce	Contract/ Temporary workforce
Lost time Injury Rate	0.20	0.44
Reportable Injuries	3	11
Lost Day	94	6330
Absentee Rate (million man hours)	6	252
Fatalities	0	1*
Man Hours Worked	15281064	25091464

The data pertains to entire workforce and is not segregated as per gender. However, there were no injuries to female employees (temporary & permanent employees).
*The fatality happened in UMPP, Mundra in the month of May 2012 during its construction phase, which is of routine nature and does not involve area of high incidence. A comprehensive root cause analysis was undertaken and preventive measures have been put into place. Total Days worked by contract employee's account for 3136432.97 days

Health & Safety Training

In FY-13 Tata Power imparted 379914.5 man hours of safety training to employees / contract workmen. Web based safety training programs were conducted to train Tata Power employee's, around 500 user's were trained in 15 different safety modules. In FY-13 Tata Power has trained 100% contract employees through contractor's safety induction programs. Tata Power has achieved a set safety training index target of 0.9 against 0.37 in FY-13. Tata Power has also introduced online module to capture safety training records.

Enabling Social Wellbeing

Enabling Social Wellbeing

Tata Power has been championing the vision of its founder, Jamsetji N Tata, who once said "In a free enterprise, the community is not just another stakeholder in the business but is in fact the very purpose of its existence". The Sustainability model adopted by the Company is influenced by the Triple Bottom Line and guides the Company to engage with all the stakeholders including the local community.

Tata Power's glorious presence for a century is evident from the mutual coexistence among its communities in harmony with nature. Tata Power envisioned the prosperity of the nearby communities and has been responsive to the needs of the neighbourhood. The Corporate Social Responsibility (CSR), popularly known as Community Relations at Tata Power, is an integral part of business strategy. The Community Relations Policy and the Community Engagement Principles delineates the basic structure for driving the social initiatives across the locations. The social initiatives have been nurtured under the 5 thrust areas:

- Augmenting Rural Primary Education System
- Building and Strengthening Healthcare Facilities
- Enhancing Programs on Livelihood & Employability
- Building Social Capital and Infrastructure
- Nurturing Sustainability for Inclusive Growth

The Community Relation policy believes in integrating its business and social values by engaging with the communities in the vicinity of business presence. The Community Relation policy is given below:

Vision

Tata Power aims to be recognised as a Neighbour of Choice and its CR initiatives proactively targets at improving the social well being and quality of life of communities in the vicinity of its operations by addressing sustainable development issues of national, regional and local importance.

Mission

Tata Power CR Initiatives aims at addressing key development issues of education, health and livelihood under its Principle of Community Engagement through strategic engagement with key communities, stakeholders and organizations who jointly believe in sustainable development as a collective responsibility.

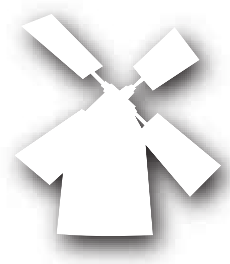
Key Highlights FY 12-13

The 5 thrust areas are aligned to the following frameworks:

- CSR Activities as suggested in Companies Act, 2012 of Ministry of Corporate Affairs, Govt of India
- Millennium Development Goals (MDGs)

Community Relations – 5 THRUST AREAS

Activities Mandated in The Companies Act, 2012	1 Enhancing Programs On Livelihood & Employability	2 Augmenting Rural Primary Health Education	3 Building Social Capital & Infrastructure	4 Building Social Capital & Infrastructure			5 Nurturing Sustainability For Inclusive Growth	
Eradicating Extreme Hunger And Poverty	✓							
Promotion Of Education		✓						
Promoting Gender Equality & Empowering Women			✓					
Reducing Child Mortality & Improving Maternal Health				✓	✓			
Combating HIV, Malaria & Other Diseases						✓		
Ensuring Environmental Sustainability							✓	
Employment Enhancing Vocational Skills	✓							
Social Business Projects	✓							
Prime Minister's National Relief Fund Or Funds To Government & Funds For AA								✓
Such Other Matters as May Be Prescribed The Amount								✓
Millennium Development Goals (MDGs)	**Eradicating Poverty**	**Primary Education**	**Gender Equality**	**Reducing Child Mortality**	**Improving Maternal Health**	**Combating HIV AIDS, etc**	**Environmental Sustainability**	**Global Partnership**



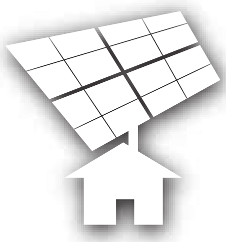
COMMUNITY RELATIONS POLICY

Tata Power believes in integrating its business and social values by engaging with stake holders especially the communities in the vicinity of its business presence. Tata Power is committed to ensure the social wellbeing of the neighboring community.

Tata Power shall engage with community by

- Adhering to the Principles of Community Engagement
- Ensuring proactive response to their needs
- Facilitating assistance during natural disasters, if any
- Building and Strengthening community institutions including local government
- Collaborating with Civil Society, Industry Associations and Government institutions etc. To widen the reach, experience and expertise
- Adhering to work as per set thrust area in alignment with National and International guidelines
- Encouraging its employees to volunteer their time and expertise

Tata Power shall work as per Community Relation Policy for Community Initiatives in and around the vicinity of its business presence for Corporate Social Responsibility.



The Activities Undertaken for Thrust Areas

Augmenting Rural Primary Education System

- Education support continued for 10500 students at Tiruldih, Dherand, Mundra and Haldia
- Special Coaching classes covered around 350 students at Haldia, Maval and Jojobera apart from the quality education provided at Tiruldih to 1200 students in 9 schools
- Education materials provided to 4400 students at Naraj Marthapur, Haldia and Maval
- 4 schools were supported for infrastructure and library facility
- Computer and English classes benefited 2400 youth at Jojobera, Mundra, Maval, Mulshi, Naraj Marthapur and Trombay
- Energy and Environment awareness covered around 1850 students at Naraj Marthapur and Trombay

Building and Strengthening Healthcare Facilities

- Around 48000 persons got medical services at Maval, Mulshi, Haldia, Jojobera, Kalinganagar, Ahmednagar, Maithon, Mundra, Trombay and Naraj Marthapur
- Health awareness program covered local community members at Kalinganagar, Trombay and Dherand Drinking water provided at Dherand, Mundra and Jojobera

Enhancing Programs on Livelihood & Employability

- Skill development program conducted for approximately 1420 persons at Dherand, Haldia, Maithon, Jojobera, Naraj Marthapur, Trombay, Kalinganagar, Maval and Mulshi
- Around 350 youth (21% SC/ST) employed in Mannat BPO with average monthly earning of approximately ₹ 8000.00
- Livelihood support provided to more than 2500 farmers/ fisher folks for agriculture and livestock at Maithon, Maval, Mulshi and Mundra

Building Social Capital and Infrastructure

- Capacity building program that benefited more than 1600 community members at Mundra, Kalinganagar, Jojobera, Haldia, Maithon, Maval and Mulshi
- Facilitated formation of village institutions at Ahmednagar, Mulshi and Maval under community development program
- Created provision of drinking water supply to 26 villages at Maithon, augmenting water sources at Tiruldih (22 bore-wells), construction of check dam and 5 Reverse Osmosis (RO) plants installed at Mundra

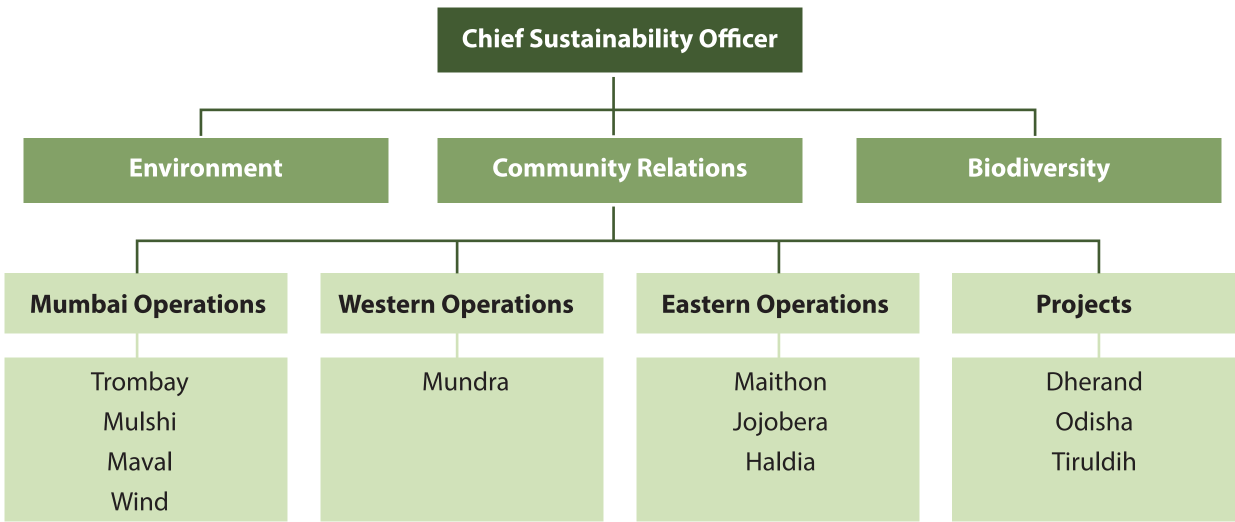
Nurturing Sustainability for Inclusive Growth

- 16 Bio-gas units installed at Maval and 6 at Mundra
- Electrical safety and Energy conservation awareness covered 10000 persons across locations
- Employees have put in 6974 volunteering hours for community welfare

CR Governance

Tata Power has set up its formal Community Relations (CR) function in 2007. Since then, the CR function has been working with communities across business areas and has initiated various community development programs partnering with government, NGOs and other stakeholders. The Community Relations department strives to align its activities with Tata Power's Vision, Mission and Values. The strategy is devised to meet community need, while proactively addressing risks & impact of business and responding to natural disaster emergency. Need Assessment studies are conducted by several professional institutes. It captures the needs and prioritizes the same. The Enterprise Process Model (EPM) and Standard Operating Processes (SOPs) are followed for management of CR Programs. After prioritizing the social initiatives, the Annual Business Plan (ABP) is developed in consultation with key communities and stakeholders. The ABP is integrated with site specific business plans.

Tata Power CR function comprises of competent team of professional located across all locations to drive the social vision of the company. The team facilitates volunteerism among employees and besides furthering the mandate on CR, also promotes energy conservation and awareness in the remote locales in the vicinity of operations. The function is driven at Corporate level by Chief Sustainability Officer supported by Head-CR. Across all locations, the respective Location/Project CR- Heads anchor the function to achieve its objectives in alignment to the organizational strategy.



The Company positively impacts the lives of approximately 0.4 million people across 5 states (Maharashtra, Gujarat, Odisha, Jharkhand, West Bengal) of the country in more than 200 villages. Employee Volunteerism and Community Satisfaction index are some of the best practices in CR. Tata Power Community Development Trust (TPCDT), is the development arm which executes developmental programs in collaboration with local governments and experienced civil society organizations. Tata Power also believes in partnership with organizations (Civil Society and Government), State and Central bodies to widen the reach and leverage each partner's individual experience and expertise. Tata Power also has a Community Information centres at major locations for facilitating community consultations.

CR Best Practices

Tata Power actively addresses community needs to improve the quality of life for the communities in the vicinity of its operations and bring positive changes. 100% operations are covered for local community engagement, need based & impact assessment as well as development programs and the details are given below:

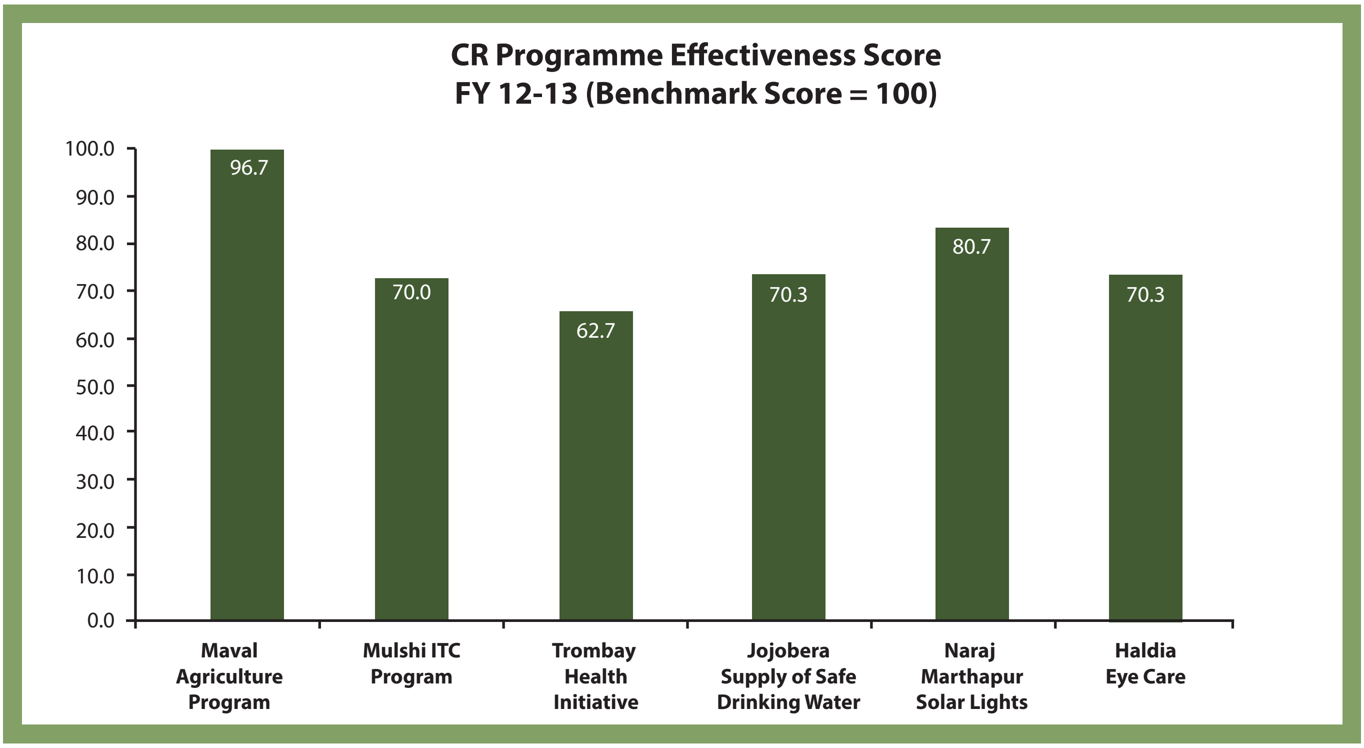
Community Satisfaction Index (CSI)

Under the CSR initiatives, the major objective of indexing community satisfaction is to find out the satisfaction level of the community towards the impact of Community Development programs by Tata Power. The Community Satisfaction Index (CSI) is a measure to assess how community expectations for various services have been met through the interventions by Company. While calculating the overall weighted satisfaction Index, performance scores to various services has been weighted by their need scores and the sum of the products was divided by the sum of the need scores.

This methodology, besides understanding the impact created by the Company interventions in the selected communities, also help in bringing out suitable indices to measure community satisfaction towards the Company interventions. For preparing such indices, indicators like, personal characteristics of residents of community, community attributes, employment opportunities and community services were also considered, and composite indices were prepared wherever necessary. The preparations of such indices have thrown light on the extent and effectiveness of Company interventions. It is expected that the assessment of these indices over a period of time will help to know the trends in the quality of life of the people in the community.

Community Relations Program Effectiveness Index (CRPEI)

Tata Power has internally developed a tool called CR Program Effectiveness Index (CRPEI) and implemented it in select 6 locations to map its effectiveness. This index has key clusters expected from each Corporate Social Responsibility programs like Happiness of Community, Visibility of the Company in the community and Recognition of the Company. The result of CRPEI was 75%.



Vishwas Power Online MIS

Community Relations function has designed and developed an internal website (www.vishwaspower.com) for MIS. This is a decentralised online system with access to users (Location CR Heads) who use this website as a databank for analysis of output and outcomes of projects. The consolidated report is shared with senior management and is also used during Community Relations review. This website helps the Community Relation team to access the data/ information to facilitate cross learning and sharing of best practices.

Employee Volunteering

Employee volunteering is known as ARPAN in Tata Power. Employees in Tata Power have been voluntarily contributing their skill, time and resources for community welfare since 2006-2007. In FY 2013, total 7138 hour has been contributed by employees.

Major highlights

- Over 1000 employees have registered as volunteer
- Over 7138 hours have been contributed by employees for community welfare
- Employee volunteering guideline has been circulated among all employees
- PRAADAN – Volunteering Booklet has been published covering the success stories of selected volunteers across Tata Power

1. BHIVPURI

Overcoming the Darkness

The remoteness of the location also witnessed lack of basic amenities including power in 2 adjacent villages of Maval. The continuous endeavour to improve the quality of life of its communities led to Tata Power Community Development Trust partnering with Bosch to provide solar energy to 2 villages in Maval Taluka of Pune district. A whole five decades of darkness was overcome thereby illuminating the lives of over 1200 persons. Nearly 100 households of the Pardhi Tribe – one of the most marginalized communities in Maharashtra were able to bring brightness to their homes, quite literally. One look at the habitation would transport us back in time, with no approach roads for vehicles; none of the households had either electricity or lighting systems until that day, no medical facilities nearby, and no examples of visible development in and around. Yet and precisely because of these prevailing conditions, these villages were identified to install state of the art solar home lights and street lights.

2. MAITHON

Building Skills

Tata Power has started training cum placement for BPO/KPO in collaboration with Tata Consultancy Service, Kolkata at Maithon for the local youth of Maithon and Dhanbad. The training has resulted in reaching out to 275 rural youths including 51% candidates from SC/ST background. Post Training, these candidates are supported to various interviews including competent candidates who are absorbed in various BPO/KPO at Kolkata with an average monthly income of ₹ 7500.00 and social security benefits.

Mobile Medical Unit (MMU)

The Company provides medical consultancy, health check-up treatment of non-chronic disease along with distribution of free medicines across 15 selected locations in the adjoining areas of Maithon Station. The Mobile Medical Unit is fully equipped with doctor, pharmacists and nurses and all required medicines to treat the patients. Apart from medical treatment a health awareness program is also conducted through folk shows in local dialect. Audio visual movie shows organized to provide information on safe practices and educational awareness on food habits during pregnancy and safe sanitation practices. More than 2500 villagers have been benefitted under this initiative.

3. MUNDRA

Sagarbandhu Project

Tata Power's Mundra UMPP launches Project 'Sagarbandhu' for the fishermen community of Modhva in partnership with "Aga Khan Rural Support Program- India". The objective of the project is to increase the livelihood opportunities for the holistic development of the coastal community especially fishermen community in village Modva of Mandvi taluka, Gujarat. This strategy deployed includes formation of institution building, value chain analysis and scaling up of the existing livelihood practices. The project also emphasizes on the convergence with the Government sponsored program for the fishermen, so that the Government scheme can be implemented through the support of the village development Society. Under this program the Community Relations-Tata Power Community Development Trust with the support of fisheries department, Government of Gujarat has started training on seaweed, a first of its kind program in the area exclusively for the fisherwomen. This will create awareness about seaweed and help them gain knowledge on various techniques of collection, processing and trading of seaweed.

Project Annapurna

Tata Power installed biogas plants to provide cooking support and created awareness about clean energy amongst villagers. This project is in line with Tata Power's commitment towards Green and Clean environment. 6 Bio Gas units were also installed to provide cooking support to 40 people in association with Gujarat Agro Industries Corporation Limited. For the success of the project, the Company also approached Gujarat Livelihood Promotion Society to create awareness about the usage and advantages of bio gas.

Project Akshay Urja Deep

Tata Power in collaboration with coastal communities in Gujarat and Tata Power Solar Ltd, has customized solar technology that promises a significant increase in the incomes of fishermen in Mundra, Kutch. An outcome of innovative model based on need expressed by end user of services and collaborative effort of stakeholders from public and private sector. Solar Lighting System is an ideal lighting solution for boats, mainly remote sector where there is absence of Grid or Grid power is not reliable. Uniqueness about the project is that in the remotest of the villages, the electricity may be available but the usage of Boat light is not related to availability of electricity. With back up of 4 hrs per day (with 3 days autonomy), the bright light from CFL can be used in multiple retail commercial applications. A pilot idea, i.e. the installation of solar lighting system in one fisherman's boat has proved to be a successful model – as it has helped fisherman to increase his business by getting a low cost lighting system and recording nearly 35% increase in fish yield– and the technology is a green solution to prevent sea pollution.

Gaushala

Fodder availability and management has been a critical challenge for the village of Tunda-Vandh. The proximity to coastal line also did not favour the agricultural pursuits. The joint consultation with these villages helped Tata Power Mundra CR Team realise that there was a need to develop a common centre which would promote livestock and fodder management and facilitate convergence with several government schemes. Gaushala is a centre which has been developed through an institutional mechanism involving village of Tunda-Vandh and Mundra which jointly look at solutions to meet the fodder requirement and also educate farmers on various livestock management aspects. The institutionalization of this centre was done in the form of Trust which overall looks into procurement, storage and management aspects including resource mobilization from beneficiaries. Till date 1500 cattle are being benefitted from this project.

Project Sujaan

In line with its philosophy of strengthening the education system in and around its project Coastal Gujarat Project Limited (CGPL), has joined hands with Hole-in-the Wall Education Limited (HiWEL) since 2011 to set up five Playground Learning Stations (PLS). The program is implemented in Government-run Primary Schools in 5 selected villages lying in the vicinity of CGPL's 4000MW Ultra Mega Power Project (UMPP) at Mundra. This HiWEL PLS project, called 'SUJAAN' helped students to familiarize themselves with computers and participate actively in computer literacy activities through its various collaborative ways. A comparison with the baseline result shows that the performance of the students has shown a marked improvement in all the subjects. This success, in part, is attributed to the school(s). However, it is the PLS, which is mapped to the school curriculum, that has played a significant role in supplementing the students' formal education. Further, a significant improvement in content assimilation has been achieved. This is completely attributed to the PLS as it is purely driven by the content available at the learning centers.

4. ODISHA

Tata Power has been working with community at Naraj Marthapur, Cuttack District and initiated social activities at Kalinganagar, Jajpur District. The Company has directly benefited over 6000 people over the last 4 years. Some of the highlights includes building educational institutes, establishment of health sub-centre and construction of community hall. Tata Power runs Career Development Centre at Naraj Marthapur under employability and entrepreneurship. This centre acts as a knowledge hub and offers rural youth and women training on various skills. Besides this, the centre provides information about various local job and competitive opportunities and prepares the candidates for such pursuits. This centre offered training to 88 candidates; approximately 25% belong to SC/ST background in this year. Till date, more than 150 youths have been benefitted. In an attempt to electrify the villages, the Company has installed 55 solar power street lights in common places of the villages. The self Help Program has been involved in engaging women of nearby villages in mushroom cultivation. This project is helping rural women in adding to their family income as well.

5. DHERAND

Water Initiative

The women in the villages of Shahpur and Dehrand had been subjected to the daily drudgery of obtaining drinking water from far-off areas. Access to clean drinking water was not existing in the village. This problem was also identified by CR Team in course of community need assessment. Multiple consultations were undertaken involving Zila Parishad, Gram Panchayat and village leader to identify several options to address the problem. Eventually the village agreed upon the aspect of being provided water supply from government sources (MIDC) which would be facilitated by Tata Power. This water supply through pipeline made sure that the access to safe drinking water was available in these 2 villages and village panchayat also took the ownership of collecting nominal charge towards maintenance of supply mechanism. This project offered additional benefits in terms of reduced malaria incidence and women did not have to spend quantum time on travelling to far off water sources.

The following community members have appreciated the above effort and their feelings are given below:

Sunita Ulhas Patil - *"The water supplied to our village by the Tata Power has worked as Amrut Dhara, we are thankful to the Company for supply of water. Due to this supply we have been able to spend considerable time with children"*

Viswas Tandel - Malaria Paramedical Worker - *"Supplying of Drinking water has reduced the cases of the Malaria in the villages this has led to the improvement of the health conditions"*

Special Computer Aided Learning Program (CAL)

The program in the collaboration with Pratham InfoTech has targeted students in Dherand and Shahpur villages. The program has been well-received and reached out to a total of 263 children. Tata Power runs the program in 3 CAL centres for 3 Zila Parishad (District Council) Primary Schools students from I to IV standard. The Computer Assisted Learning Program is reaching out to economically disadvantaged communities and helps them in using technology to assist in the learning process of primary school children. Through the involvement of the community in the program, Tata Power aims to enhance the professional skills of teachers in school and also increase the reading skills of children which are detrimental to their well-being and health. The CAL program is implemented with active support of the community. The Computer Trainers (Sancharika) have been selected from the villages and extensively trained with structured modules. The Computer Aided Learning Programme is crucial to the development of children across these communities. The CAL program has not only helped in improving enrolments and attendance of students but has also benefited the students in terms of grasping subjects like language and maths easily.

Self Help Group – Power of Saving

At Dehrand and Shahpur, the CR Team had evolved a strong base of 131 motivated women members who had formed 17 SHG groups. The women members in their regular meeting decided that safe drinking water was an essential need because most of their saving were used for meeting medical needs of their family due to water borne infections. In partnership with Tata Chemicals, the low cost Water Purifier Model (TATA Swach) was introduced to these women members. In total ₹ 91700.00 was contributed by these group members with matching grant from Tata Power and all 131 member have Tata Swach installed in their house. Other women of their villages are equally amazed by the improvement in the reduced infection incidence and are looking forward to this simple solution to their health problems now.

6. HALDIA

Primary Education – Need of the Hour

Promotion of Primary Education is one of the established pillars of CR Initiatives. Durgachak Rehabilitation Colony Primary School was identified for such an intervention as 60% students belonged to socially weaker section of the society. Also the lack of basic amenities did not allow proper enrolment and regular attendance by students. Keeping in view the poor infrastructural condition and the need of the school, Tata Power supported the school through renovation of classrooms and provision of basic power facilities.

7. BHIRA

Project Suryaprakash

Tata Power Community Development Trust (TPCDT) facilitated in mobilizing women community members and organized them in SHGs. Though SHGs, concerted effort was put to raise awareness on solar energy and utilizing alternate source of energy to meet the basic needs. TPCDT in partnership with Women SHGs, NABARD and Lead Bank – Bank of Maharashtra joined hand in implementing Government of India (GoI) sponsored schemes for solar energy.

This concept was implemented with active partnership of 70 Households in and around Limerwadi and also installed solar street lights in tribal villages like Thokarwadi etc. In addition, Tata Power has also assisted setting up of LPG gas connections for cooking in Mulshi and Gobar Gas units in Umberwadi for 5 families in its effort to provide clean renewable energy.

Testimonial:

"Children are now able to study for larger hours. There is less illness in house. Earlier due to unavailability of light household chores we delayed up to 7 to 8 am now we are able to dedicate more time in farms. Since this today is the first time we lighting the oil lamp to demonstrate it to you. This is very easy to use and maintain. We are really thankful to Tata Power for this".

– Jaibai Margade and Babu Narayan from Limberwadi

8. JOJOBERA

Towards Water Security in Jamshedpur

Indiscriminate use of water by through hand pumps, deep bore well has resulted in recession of water table in Govindpur, Gadhra, Rahargora & Jojobera. The annual precipitation in Jamshedpur is around 1200 MM p.a. and this coupled with concretization and surface runoff water has resulted in depletion of groundwater table and water stress. Water stress is also causing community members in some pockets to use water from unsafe sources like drains where domestic wastes are also discharged. Lack of safe drinking water and sanitation facilities makes people vulnerable to epidemics like Japanese encephalitis and other water borne diseases.

In this context Tata Power has started to take measures aimed at adoption of better water management like rain water harvesting at appropriate location, water conservation and sensitization of PRI members, political leaders and communities on prudent use of water. The measures taken are:

- Rejuvenating the water bodies like dried Pond & recharging ground water aquifer through rain water harvesting
- Sensitizing communities about better water management through meetings, building community organizations like pond maintenance committees etc.
- Arranging exposure visit for community leaders to places where best practices related to water management has been established

Corporate Social Responsibility Expenditure

The CSR investment is given below:

Areas	FY 11	FY 12	FY 13
CSR Investment	169.4	162.1	231.6
Social Capital & Infrastructure Investments	64.2	48.6	56.8

Above investments are in ₹ million

Managing Relocations

Tata Power's approach to choose the potential sites for projects is backed by the idea of minimal impact and relocation as far as possible. Studies are conducted which include economic, political, cultural and social demographic aspects before selecting any site.

Displaced persons are classified as persons who:

- Have formal legal rights to the land they occupy
- Do not have formal legal rights to land, but have a claim to land that is recognized or recognizable under the national laws
- Have no recognizable legal right or claim to the land they occupy

Unless properly managed, involuntary resettlement may result in long-term hardship and impoverishment for affected persons and communities, as well as environmental damage and social stress in areas to which they have been displaced. For these reasons, involuntary resettlement are primarily avoided or at least minimized at Tata Power. However, in areas, where it is unavoidable, appropriate measures to mitigate adverse impacts on displaced persons and host communities are carefully planned and implemented with appropriate disclosure of information, consultation, and the informed participation of affected persons. In FY 2012-13, the only site where relocation happened was Maithon. 40 households were provided with applicable relocation benefits amounting ₹13.6 million in Maithon in addition to one job per household.

At Mundra, CGPL (subsidiary of Tata Power) was able to demonstrate its community engagement principles with zero displacement of families. At the same time, the company mapped the stakeholders in terms of their prior presence to serve to the materiality issues both at individual and community level. Understanding of the area led to continued focus since beginning on finding alternative solutions to common property resources access and improving their value. Loss of common grazing land was restored developing institutional mechanism such as Tunda Vandh Gauseva Charitable Trust and Motakandagara Gauseva Charitable Trust involving key communities. Along with support from CGPL, these institutions have found solution to fodder scarcity and cattle health. This year, these instutitions are reaching out to more than 400 households in vicinity of operations. At the same time, the fishermen community was also involved in the dialogue at the beginning of the project. This year has led to several pathbreaking initiatives like Solar Boat Lighting System which today enables the fishermen to enhance their livelihood outreach in the sea and improve their catch. Also various interventions in terms of fishnet, marketing support is being extended in pursuit of self reliance of this community.

Lighting up Lives!

Product Responsibility

- Creating Synergies in Service

Product Responsibility - Creating Synergies in Service

"Empowering consumers for experiencing better services, always!"

Management Approach

Tata Power continues to make consumers aware about its rich heritage of being trendsetters in efficient technology in the country with its exclusive contact programme for esteemed consumers. At Tata power the employees know the importance of developing and maintaining positive customer relationships. The Company continually takes challenges to improve the environmental performance of its products. Tata Power strives for solutions that support the transformation to a fair, inclusive and low-carbon economy.

Safety being the core value of Tata Power, the Company is concerned about a safe environment for the society it dwells in and for its consumers. As part of its safety initiative, Tata Power carries out Safety Audits for its consumers and educates them on various aspects of safety through Safety Inspections. These safety audits are primarily carried out in places of public congregation like malls, theatres, educational institute's, hospitals, etc where there is a high potential of risk of loss of life and property in case of any unsafe occurrence. In an effort to minimise such risks, Tata Power has initiated these safety audits. The Company continues to be the torchbearer in safety for consumers. As Tata Power is into the business of generation, transmissions and distribution of electricity there is no utilization of packaging material.

Highlights

The momentous achievement of FY 13 was that Tata Power- Distribution emerged as the No. 1 Distribution Company in Mumbai with annual sale of 6592 MUs. The customer base has increased to 380644 with an addition of 90615 changeovers and 5437 direct consumers. The licensed area for distribution is 485sq.km. The total licensed area is served through Tata Power's distribution network without any unserved area.

Retail customer base as on 31st March 2013= 380644
Retail sale of 6592 MUs and growth was 13% over last year
Conducted 164 Safety Audits and 555 Safety Inspection

"Tata Power's endeavour is to be the most preferred Distribution Company in the country."

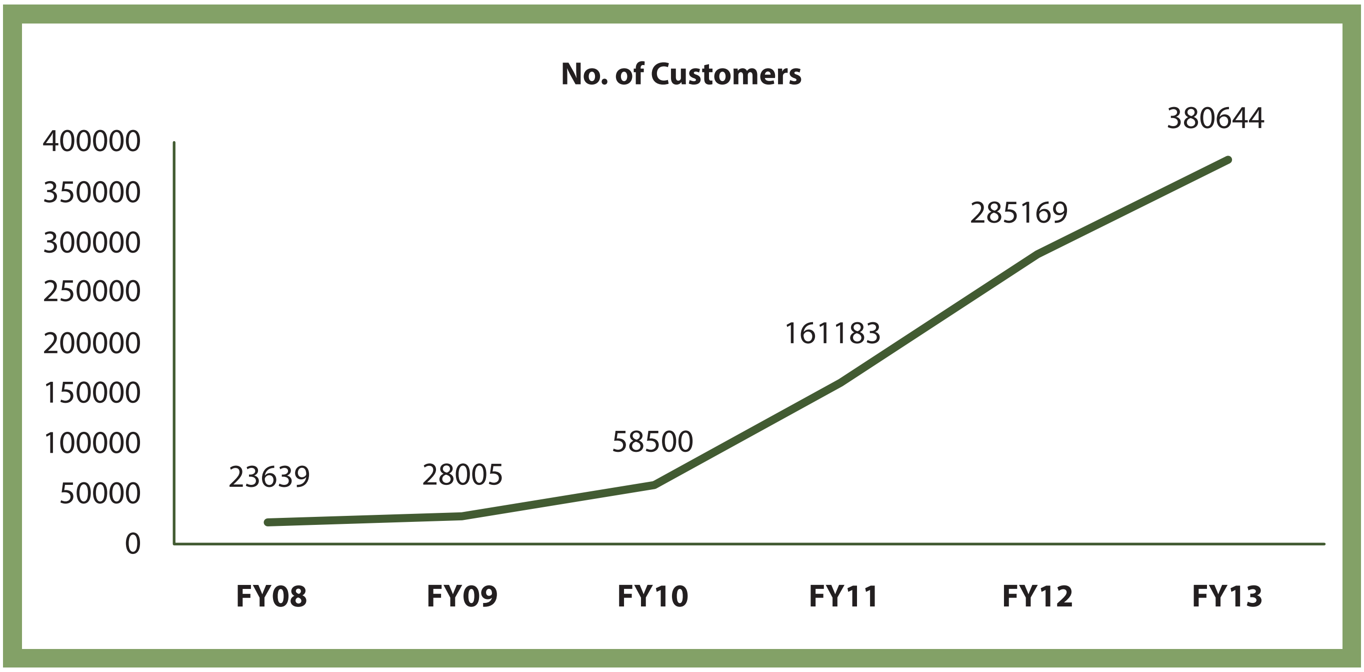
Tata Power has got a vast experience in Distribution in both Mumbai as well as Delhi. Its Delhi subsidiary-Tata Power Delhi Distribution Limited (TPDDL), has set benchmarks in the distribution business since the last 10 years. The distribution business in Mumbai is growing at a rapid rate. Tata Power has outlined an investment of ₹1 million over 3 years to expand its network in Mumbai and to improve services. Tata Power also executed the Distribution Franchisee Agreement (DFA) with Jharkhand State Electricity Board (JSEB) for the Distribution Franchise of Jamshedpur circle.

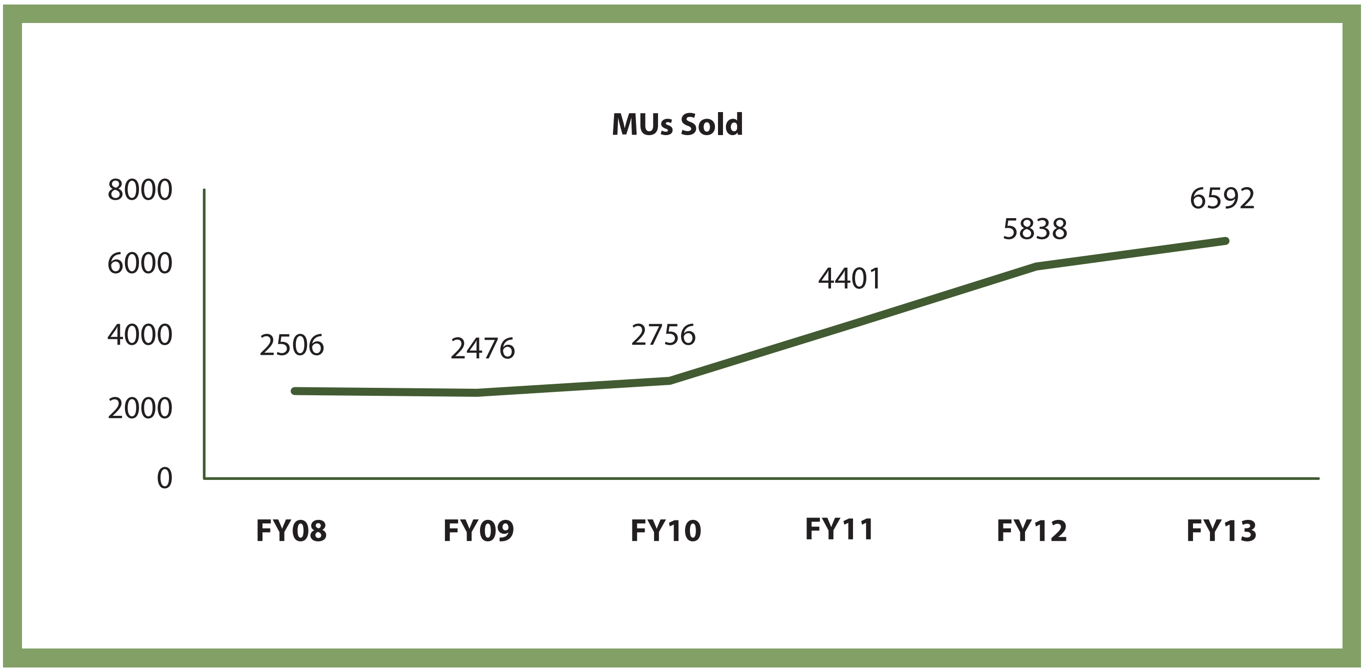
Customer Statistics

Tata Power has 3 categories of customer base and the statistics for the same is given below:

Category	Numbers
Residential	330309
Industrial	7554
Commercial	44311

There has been a multifold growth in the consumer base and the Million Units (MUs) sold has increased considerably year on year. The below graph depicts the increasing customer base and Million Units sold since 2008 till March 2013.





Consumers disconnected due to non payment

The details of residential disconnections for non-payment, broken down by duration of disconnection and by regulatory regime as on March 31, 2013 are given below:

Time interval between disconnection to payment	
<48 hours	1238
48 hours – 1 week	252
1 week – 1 month	261
1 month – 1 year	1248
>1 year	0
Time interval between payment to reconnection	
<24 hours	3103
24 hours – 1 week	22
>week	0

Service Interruption

The service interruptions frequency and duration that the consumers have faced is given in the table below:

Power outage frequency & Average Power outage duration	
Average number of interruptions that a customer would experience, measured in unit of interruptions per customer	1.82 times
Average outage duration for each customer served, measured in units of time, often minutes or hours	39 minutes
Average time taken for restoration of power supply measured in terms of minutes per affected customer – This is a Benchmark for this parameter.	22 minutes

Distribution & Transmission

The length of Distribution and Transmission lines has been provided below:

Length and Efficiency of Distribution (Km)		Length and Efficiency of Transmission (Km)
Length overhead	95.29	977.359
Length underground	1545	131.527
Total Distribution loss (% of energy loss)	1.26%	1.15%
Non technical loss (%)	0	0

Customer Engagement

Tata Power is conscious of the fact that its products and services touch many lives and livelihoods in more ways than one. The Company knows the importance of developing and maintaining positive customer relationships. Annual Consumer Meets are organised for Commercial and Industrial consumers with senior management participation. In addition regular meets are also organised for residential consumers. More and more consumers are consciously participating in green initiatives by opting for e-bills, making online payments and various other energy conservation initiatives supported by Demand Side Management (DSM) team. The customer team have been consciously appreciative of the efforts of these consumers by rewarding them in consumer meets by way of Energy Conservation Awards. These best practices are shared with the larger audience to inspire them to emulate such initiatives. The Company constantly strives to develop trusted relationships with consumers by winning them over through anticipating their behaviour and preferences and engaging with them on a regular basis. Tata Power's dedicated Key Account Managers play a crucial role in such customer engagement initiatives.

Tata Power's customer centricity is demonstrated by its efforts to address hindrances like language, cultural, low literacy and disability related barriers for accessing and safely using electricity and customer support services. Tata Power has introduced a multilingual portal in 3 languages on its website (1st in the industry). Additionally, in Customer Relation Centres signages and safety hoarding have been put up in local languages. Tata Power also has a multilingual call centre for 24X7 customer support. At these Customer Relations Centres, preferential service is accorded to disabled customers, wherein there queries/concerns are resolved on priority basis.

Consumer Charter

This charter sets out the standards of service that the consumers are entitled to receive from Tata Power. The objective of this charter is:

- To empower consumers by creating an awareness regarding their rights
- To build awareness regarding the services available to consumers and quality of service that may reasonably be expected from their electricity distribution licensee
- Right to know the procedure for obtaining a connection and other related services
- Right to know the tariff schedule and schedule of other charges approved by the Maharashtra Electricity Regulatory Commission.
- Right to know about the procedure for payment of electricity bills
- Right to know about the complaint handling procedure and Grievance Redressal Mechanism

Tata Power also aims at expanding its distribution network across the city. The on-going retail network expansion will allow Mumbai consumers to shift to Tata Power's owned network and further bring down electricity tariffs.

Energy Audits

The recommendations from Tata Power's energy audits for industrial and commercial consumers amount to a potential saving of more than 5 million units of electricity in Mumbai.

"The Energy Audit Initiative is a successful energy efficiency drive from Tata Power and Tata Power is happy to offer such innovative and attractive schemes for all the customer segments. It is predicted that the Tata Power's demand side efforts will not only help consumers to significantly reduce their monthly bills but enable them to make Mumbai a greener city. A total of 71 Energy Audits have been completed in the reporting year."

Under this program, customer's premise is audited by a certified Energy Audit Agency and recommendations are provided by this agency for achieving further reduction in energy consumption. The consumer pays only 25% of the fees, while the remaining is borne by Tata Power. Tata Power has so far carried out these audits for over 71 consumers.

Ground-level bill payment facilities

Tata Power has re-defined customer convenience for its Mumbai consumers. Continuing with the tradition of customer care, the Company has increased the band width of payment options by including ITZ Cash and Suvidhaa Outlets as additional payment options over and above other online and offline modes of payment available for its consumers. Consumers can now make their bill payments at their friendly neighbourhood convenience stores which are ITZ Cash/Suvidhaa franchisees such as grocery stores, medical stores, travel agents, and cyber cafes which are ITZ Cash/Suvidhaa franchisees consumers. This facility is built to deliver high performance, save time and money and garner higher customer satisfaction. For further ease of payment, Tata Power consumers can also avail of innovative bill payment facilities such a Mobile Bill Payment Van and Bill Payment Kiosks for facilitating cash payments in addition to online payment options through credit/ debit card and net banking.

Demand Response Programmes

Under the ambit of Demand Side Management (DSM), Tata Power has rolled out Demand Response Program; a unique programme approved by MERC & has been rolled out for the 1st time in India by any utility company. During the periods of transmission constraints or when the power procurement cost is very high, Tata power requests the consumers to reduce their load for a short time. The consumer voluntarily curtails the load when Tata Power needs and consumer gets paid @ ₹ 2.25 per unit curtailed. In the reporting year, 11 demand response events have been organized and energy shift of 214 MWh achieved.

Customer Satisfaction Survey

Customer Satisfaction Surveys are conducted on a quarterly basis across all segments i.e. commercial, industrial and residential consumers. The surveys are face to face interaction and mix of blind & sponsored. 5 point rating scale is being used in the survey. The purpose of conducting this survey is to calculate the customer satisfaction and dissatisfaction levels. The findings of the report are shared with the concerned departments and accordingly the necessary action is taken based on the key findings. Overall Customer Satisfaction Assessment total (CSAT) score in percentage for the reporting year are given below:

Category	Score
Residential	83%
Industrial	71%
Commercial	69%

Environmental Impacts due to Power Transmission & Distribution

There are no Environmental impacts due to power distribution and its usage. However, there are impacts due to generation & transmission and the mitigation measures are explained here. During construction phase the main impacts of air pollution are due to dust, noise, due to construction activities, water pollution due to runoff from the construction site as well as ecological impact due to land acquisition. During operation phase ambient air and noise are monitored regularly. Water is sprayed to suppress dust and PPEs are provided in noisy areas. However, there are negligible environmental impacts due to power distribution. Sufficient Plantation is also raised around the transmission towers & distribution area.

Demand Side Management (DSM) Schemes

Tata Power has been at the forefront of propagating energy conservation and efficiency in the country. The Company has launched various attractive Demand Side Management (DSM) schemes for its consumers and plans to launch several new schemes under its energy efficiency initiative My Mumbai Green Mumbai. Tata Power has designed specific DSM programs and classified them according to the various consumer segments i.e. Residential, Commercial and Industrial.

My Mumbai, Green Mumbai Initiative is a successful energy efficiency drive from Tata Power end offering several innovative and attractive DSM schemes for all customer segments. Tata Power is confident that demand side efforts will not only help the consumers to significantly reduce the monthly bills but enable them to make Mumbai a greener city.

Tata Power has launched a Ceiling Fan Exchange Program for its residential consumers. The Company has joined hands with a leading fan manufacturing company for Bureau of Energy Efficiency (BEE) 5 Star rated energy efficient ceiling fans. These 5 Star ceiling fans are offered only at ₹ 924.00 which is 50% discount to market price and consume only 50 Watts of energy which is 30% less than the conventional fan. The scheme is getting excellent response and more than 5565 old fans have been replaced by 5 star energy efficient fans and total energy saved is 460.62 MWh. The old fans are returned to the above-mentioned fan manufacturing company.

Energy Audits are an extremely useful tool to identify the wastage of energy. Tata Power offers the energy audits to consumers only at 25% of the total cost. More than 71 audits have been completed for Commercial and Industrial Consumers.

Tata Power has also launched a thermal energy storage and demand response programs which supports peak load shifting. Under its unique Thermal energy storage scheme 10000 TR-hours are enrolled in the program. In Demand response scheme, 40 industrial and commercial consumers are already participating and 12 MW of curtail able capacity has been developed. Tata Power is targeting total of 25 MW curtail able capacity under this program. A total of 10000 TRH capacity was enrolled and load shift of ~3000 MWh is achieved. Both programs are lauded at national level. Recently, these programs have received a National award by Confederation of Indian Industry (CII) as Most Energy Efficient Service - 2012.To implement the above DSM initiatives, Tata Power has carried out extensive load research which involved studying the consumer behaviour, load variation patterns and determining peak load contributors by gathering information on various high energy consuming equipments used by consumers.

Say No to Paper Bills: An environment friendly activity

Tata Power has had the e-bill facility for the consumers from the time it ventured into the distribution arena. Going a mile ahead, Tata Power has now urged its consumers to contribute towards environment conservation by giving them the choice to say no to paper bills. Benefits of e-bill for consumers are as follows:

There's additional time to review and pay a bill prior to the due date since there are no delays from standard mail delivery. Other authorized payers can receive e mail notification when an e-bill is available and view it prior to submitting payment. It's secure and confidential. Consumers can contribute to environment conservation through Saving Trees as approximately 3000 sheets of paper costs a tree. The Company has reached E Bill Registration of 10000 consumers during this reporting year. In fact, Tata Power is thankful to its Consumers for contributing to this environment friendly initiative of going paperless, leading to reduced effort of bill delivery and monitoring and finally saving costs.

Future of DSM Programs

DSM programs, typically Demand Response is an integral part of SMART Grid solutions and thus is being adopted across the world over. Tata Power is one of the earliest utilities in India to have embraced DSM programs in a wide spread manner. In addition to the programs discussed above, Tata Power is in the process of rolling out several new initiatives for the benefit of its consumers. Tata Power works with government authorities such as Municipal Corporation of Greater Mumbai (MCGM) for finding faults in cables, laying cables network for normal operations and restoration of power supply etc and Public Works Department (PWD), Government of Maharashtra for safety issues. This is to ensure adherence with concerned regulatory departments of Government to improve or maintain access to electricity and customer support services. Tata Power also carries out such activities in other distribution areas.

Tata Electricity Account Mate (TEAM)

Tata Power launched an initiative called TEAM, a partnership program for all Tata Group companies on the subject of Electricity. This is with the objective of facilitating all Tata group companies to evolve competitive and comprehensive electricity solutions. This unique solution by Tata Power provides cutting edge services to consumers and works in all aspects pertaining to energy management.

TEAM aims to keep the consumers abreast of the changes and flexibilities that exist in power system and work towards leveraging these to create value for consumers through their involvement in the following:

- Reviewing cost power procurement and optimizing, reducing the bills
- Optimizing capacity utilization of captive generation and its efficiencies
- Creating value through merchant sale of surplus captive power
- Optimizing O&M strategies for captive generation assests
- Managing green energy obligations including optimized trading
- Recommending strategies for reducing carbon foot print related to Energy/ Electricity consumed
- Helping conserve energy through professional energy audits and optimal strategies for improving energy efficiency Review of commercial and tariff aspects and optimize arrangements
- Related to power procurement
- Alternate sourcing of base load

Health and Safety Impacts

The product is electricity and there are no health impacts to the users. Health and Safety impacts have been assessed for distribution and use of power. The Company maintains the safety usage of the product and educate its consumers on the same. Tata Power organizes street plays on safety for citizens living near high transmission lines in Mumbai.

Tata Power has undertaken several initiatives to promote and ensure safety as part of its Jan Jagruti Abhiyaan initiative. This initiative is focused on electrical safety education for people in the vicinity of high voltage transmission (HT) lines in Mumbai through a number of street plays on 'safe' living in these areas.

The objective is to spread this message amongst as many citizens as possible to reduce the electrical accidents that can be caused while living in areas which are close to high voltage transmission lines. Tata Power is not only concerned about the employees' safety but also understands that a lot of people live dangerously close to transmission lines and might be prone to such accidents.

Jan Jagruti Abhiyaan is aimed at increasing awareness amongst citizens on the hazards of carrying out unauthorized activity under/in vicinity of H T Lines. These sessions include a presentation and a short film on the hazards of unauthorized construction of structures, flying kites, TV cable stringing, drying clothes etc under/in vicinity of H T lines and Do's and Don'ts.

Tata Power endeavours to make the neighbourhood safe through wireman training. The consumers always long for a good quality Electrician to service day to day needs. To cater to the above, Tata Power launched a "Wiremen Training Programme" for residential consumers and has trained more than 150 wiremen till date.

Transmission lines of various capacities like 22 kV, 110 kV & 220 kV pass through existing colonies and populated areas. Tata Power as its endeavour to cause zero effect to its surrounding community decided to understand the effect of transmission lines to these surrounding communities. The transmission lines which are under live condition when exposed continuously causes detectable impairments to the exposed individual due to the electromagnetic field close to these live conductors. In order to find out at what distance these health effects can be negated, Tata Power engaged Electrical Research and Development Associated (ERDA) the highest body in India on electrical research. A detailed study was conducted in close consultation with the community to identify the environmental health effects of transmission lines. The study was carried out by measuring the static field, magnetic field & sound level at various distances from the transmission towers/lines. The results observed for static field as well as magnetic field shows that at a distance of 10 m from the live conductor the measurements become zero and for sound level measurements observed at a distance of 4 m from live conductors are well within the limits. Hence, Tata Power transmission department ensures that the live conductors of these transmission lines pass through the community by maintaining the minimum distance as observed from the study. Due to the above mentioned Safety & Environmental initiatives, no injury or fatality to the public due to Company's assets occurred during the reporting year.

Social Impacts

Tata Power's products and services, therefore, aim to address specific needs of the community ranging from transmission & distribution and guiding for career opportunities for the local population.

Compliance to Health and Safety Regulations

At Tata Power, the goal is to deliver 100% conformance to compliance with regulations of product and service; voluntary codes concerning health & safety; product information and labelling.

Product and Service Information

Customer centricity, information security and delivering high quality & timely information are integral parts of the solution. There is an internal Customer Relationship Management (CRM) system for making any changes in the customer information as and when required. There have been no complaints pertaining to the breach of customer privacy and loss of customer data. It is believed that providing accurate and appropriate information enhances the quality and productivity of power distribution. Thus it is an endeavour to comply with mandatory disclosures and ensure that all electrical installation is labelled as warranted. The information stated in products and services and on product brochures clearly list out the known potential utility risks and mention ways to disseminate or eliminate such risks.

Marketing Communications

Being in the power sector, the major reports according to the standards /laws of marketing are tariff and regulatory orders. These are communicated via print media and consumer collaterals. To remove all the impediments in the communication, the company has introduced multilingual bills, pictorial depiction of signage/safety warnings and 24/7 call centre facility. The Company believes that effective communication is vital to avoid any kind of misrepresentation, incorrect statements or misleading impressions. Fully integrated systems are in place to conform to all the statutory laws and standards related to marketing communication, advertising, promotion and sponsorship. There have been no incidents pertaining to violation of any regulation or voluntary codes pertaining to marketing communication.

Social Networking

With time, the communication approach has also transformed, only to cater to a wider audience. Embracing social media marketing is one such change to not just promote the products but also receive customer feedback on the same. The various online communication channels to which Tata Power are tuned in are Facebook & Twitter

Customer Talk

Customer Talk is a monthly magazine circulated internally that elaborates on the progress made by the Distribution segment of Tata Power. All Demand Side Management programs and their achievements are highlighted in the same.

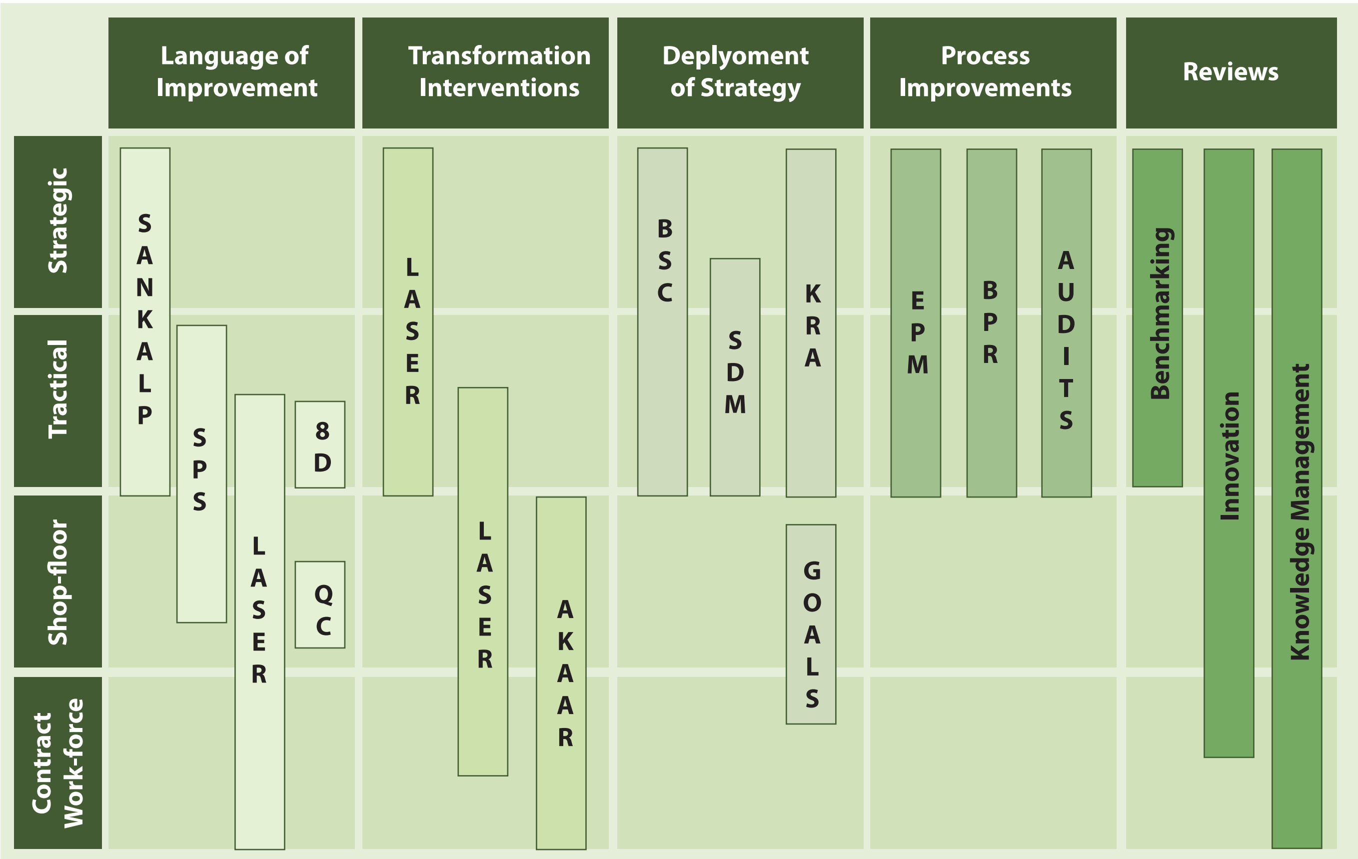
Innovations

Thermoscan Technology

The distribution division cable department has introduced the use of advanced handheld thermo-scan instrument for the first time in the industry. This technology is being used for predictive and preventive maintenance of cables. These online thermo-scanning radars use infrared thermographs to detect any abnormality or hot spots in termination. These instruments detect any abnormal heat level at an early stage to confirm an internal problem which is promptly solved.

Tata Business Excellence Model (TBEM)

Tata Power has been on the business excellence journey ever since it was founded in 1915. Tata Power has also keenly participated in the business excellence assessments over the years and won the coveted JRD Quality Value award, in 2009, which is presented to an applicant crossing a score of 600 for the first time in the TBEM assessments, which are based on the Malcolm Balridge criteria. Business excellence concerns itself with using quality management principles to improve business performance. This model has been driving business excellence in the organisation and seeks to enhance quality standards. Some of the key initiatives are highlighted below:



The performance improvement system has evolved over the years and today is structured such that it operates across the management (strategic & tactical), non-management (shop floor) and contract workforce levels. The diagram below indicates at what level each of these initiatives sits.

Sankalp

Sankalp is a program to inculcate cost consciousness and operational & delivery excellence in the organisation. Sankalp commenced in July 2011 and has today spread to all operating stations in the

Company. Sankalp runs on the TOP methodology and is being driven internally in Tata Power without resorting to the services of an external consultant. The processes selected for improvement include the critical processes at the station which have a bearing on costs. The employees working on the Sankalp projects are relieved from their regular work for a period of 3-4 months. They work, on a full-time basis, as a part of the teams arriving at ideas which could be implemented. These ideas are then syndicated by the departmental head of the department who would execute the idea. Once the department concerned executes the idea, gains are obtained in terms of reduction in costs. The accrued savings due to Sankalp projects in FY 12 was ₹850 million and it has reached a level of about ₹ 12.2 million at the end of FY 13.

Structured Problem Solving (SPS)

The SPS initiative focuses on the analysis of data available from the various processes using quality tools, and arrives at solutions for continuous improvements. The projects are taken up at the divisional level and are executed by teams of employees who have been trained on quality tools. About 500 officers, across the organisation, have been trained thus far on SPS, of which about a 100 have undergone the higher level of training and function as facilitators. The facilitators guide the teams in the appropriate usage of quality tools and help the teams during tough times. About 110 projects have been successfully completed in the divisions across the organisation and rich benefits have been reaped. A handbook on this methodology has also been prepared by BE group to help people gain a further understanding on the usage of quality tools.

Learn, Apply, Share, Enjoy & Reflect (LASER)

LASER has been operational in the organisation since 2008. This program is designed for shopfloor level employees and aims to trigger improvements based on a sense of ownership and belonging. About 3,500 employees (management, non-management and contract) have gone through this program and a saving of about ₹170 million has been achieved through projects undertaken by the participants till FY 12.

Aakar

Aakar is an intervention recently launched in the organisation and is a motivational program seeking to trigger improvements through self role efficacy. Aakar is aimed at non-management and contract workforce.

Business Process Reengineering (BPR)

BPR is also driven in the organisation as a part of Business excellence. BPR aims at redesigning processes to make them more efficient and effective.

Appendix

I. Assurance Statement

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INDEPENDENT ASSURANCE STATEMENT

The Management and Board of Directors
The Tata Power Company Limited
Mumbai, India

Our engagement
Ernst & Young LLP ("EY") has been retained by The Tata Power Company Limited ("the Company") to provide independent assurance to its Sustainability Report for the financial year 2012-13 (the "Report").

The Company's management is responsible for the contents of the Report, identification of key issues, engagement with stakeholders and its presentation. EY's responsibility is to provide independent assurance on the report content as described in the scope of assurance.

Our responsibility in performing our assurance activities is to the management of the Company only, and in accordance with the terms of reference agreed with the Company. We do not therefore accept or assume any responsibility for any other purpose or to any other person or organization. Any dependence that any such third party may place on the Report is entirely at its own risk. The assurance report should not be taken as a basis for interpreting the Company's overall performance, except for the aspects mentioned in the scope below.

Scope of assurance
The scope of assurance covers the following aspects of the Report:

- Data and information related to the Company's sustainability performance for the period 1 April 2012 to 31 March 2013;
- Review of information on sample GRI G3.1 (2011) core indicators and Electric Utilities Sector Supplement (EUSS) indicators covering the Company's Corporate Office at Carnac Bunder, Mumbai and the following three sites of operations:
  - Khopoli, Maharashtra (Hydroelectric Power Plant)
  - Trombay, Maharashtra (Thermal Power Plant)
  - Coastal Gujarat Private Limited, Mundra, Gujarat (Thermal Power Plant)
- The Company's internal policies, protocols and processes related to collection and collation of sustainability performance data.
- Verification of Greenhouse Gas (GHG) inventory (Scope 1, 2 and 3) for the reporting period 1 April 2012 to 31 March 2013 as per GHG Protocol issued by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD).

Limitations of our review
The assurance scope excludes:

- Operations of the Company other than those mentioned in the Scope;
- Aspects of the Report other than those mentioned above;

1

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- Data and information outside the defined reporting period (1 April 2012 to 31 March 2013);
- The Company's statements that describe expression of opinion, belief, aspiration, expectation, aim or future intention;
- Data and information on economic and financial performance of the Company.

What we did to form our conclusions

The assurance engagement was planned and performed in accordance with the International Federation of Accountants' International Standard for Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000) and the second edition of AccountAbility's AA1000 Assurance Standard 2008 (AA1000AS). Our evidence-gathering procedures were designed to obtain a 'limited' level of assurance (as set out in ISAE 3000) on reporting principles and a 'Type 2 Moderate' level of assurance (as per AA1000AS), as well as conformance of sustainability performance indicators as per GRI G3.1 (2011) Guidelines and the Electric Utilities Sector Supplement (EUSS).

Key steps

In order to form our conclusions we undertook the following key steps:

- Interviews at the Company's plants with Site Heads, Function Heads and key personnel to understand the sustainability vision, mechanism for management of key sustainability issues and engagement with key stakeholders;
- Visits to three plants as mentioned in the *'Scope of assurance'* above;
- Review of relevant documents and systems for gathering, analyzing and aggregating sustainability performance data in the reporting period;
- Review of selected qualitative statements and sample case studies in various sections of the Report.

Observations and opportunities for improvement

Our key observations are as follows:

- The Company has prioritized sustainability issues (materiality analysis) through internal consultations during the reporting period. Efforts to incorporate external stakeholder view on prioritizing material issues could be made going forward;
- The Company continues to demonstrate its social commitment by engaging its local communities via community needs assessments, community perception surveys and needs-based interventions;
- The Company also reports on its Scope 3 emissions[1] , currently limited to emissions pertaining to employee business travel through air, rail and company contracted surface transport vehicles. The scope of the same may be expanded going forward.

Our conclusion

On the basis of our review scope and methodology, our conclusions are as follows:

[1] Indirect emissions which are a consequence of the activities of the organization but occur from sources not owned or controlled by the organization.

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- Inclusivity: We reviewed the Company's processes for mapping and engagement with its prioritized stakeholders. We are not aware of any matters that would lead us to conclude that the company has not applied the inclusivity principle in developing its approach to sustainability.

- Materiality and Responsiveness: We are not aware of any material aspects concerning the Company's sustainability performance which have been excluded from the Report. Nothing has come to our attention that causes us to believe that the Company has not applied its processes for determining material issues to be included in the Report.

- Reliability of performance information: We reviewed the accuracy and completeness of sustainability information in the Report. Nothing has come to our attention that causes us not to believe that the data has been presented fairly, in material respects, in keeping with the GRI-G3.1 guidelines, EUSS and GHG protocol and the Company's reporting principles and criteria.

Our assurance team

Our assurance team, comprising of multidisciplinary professionals, has been drawn from our Climate Change and Sustainability Services, and undertakes similar engagements with various Indian and international companies. As an assurance provider, EY is required to comply with the independence requirements set out in International Federation of Accountants (IFAC) Code of Ethics[2] for Professional Accountants. EY's independence policies and procedures ensure compliance with the Code.

For Ernst & Young LLP

Sudipta Das
Partner
Dated 21 June 2013
Kolkata

AA1000
Licensed Assurance Provider
000-43

[2] International Federation of Accountants (IFAC) Code of Ethics for Professional Accountants. This Code establishes ethical requirements for professional accountants. The guidance related to network firms was updated in July 2006.

Global Reporting Initiative™

Statement
GRI Application Level Check

GRI hereby states that **The Tata Power Company Limited** has presented its report "A Decade of Sustainability Reporting - Sustainability Report 2012-13" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 28 June 2013

Nelmara Arbex
Deputy Chief Executive
Global Reporting Initiative

A+
GRI REPORT
GRI CHECKED

The "+" has been added to this Application Level because The Tata Power Company Limited has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

***Disclaimer:** Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 18 June 2013. GRI explicitly excludes the statement being applied to any later changes to such material.*

III. GRI EUSS Index

G3.1 Content Index - Electric Utilities Sector Supplement						
Application Level		A+	Self-declared		Assured by	Ernst & Young LLP, India
STANDARD DISCLOSURES PART I: Profile Disclosures						
1. Strategy and Analysis						
Profile Disclosure	**Disclosure**	**Level of reporting**	**Location of disclosure**	**For partially reported disclosures, indicate the part not reported**	**Reason for omission**	**Explanation for the reason for omission**
1.1	Statement from the most senior decision-maker of the organization.	Fully	1			
1.2	Description of key impacts, risks, and opportunities.	Fully	1, 31, 32			
2. Organizational Profile						
2.1	Name of the organization.	Fully	8			
2.2	Primary brands, products, and/or services.	Fully	9-11,14-15,17			
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Fully	5, 17			
2.4	Location of organization's headquarters.	Fully	6			
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Fully	17			
2.6	Nature of ownership and legal form.	Fully	8			
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	Fully	10			
2.8	Scale of the reporting organization.	Fully	82			
2.9	Significant changes during the reporting period regarding size, structure, or ownership.	Fully	4			
2.10	Awards received in the reporting period.	Fully	20			
EU1	Installed capacity, broken down by primary energy source and by regulatory regime.	Fully	11			
EU2	Net energy output broken down by primary energy source and by regulatory regime.	Fully	13			
EU3	Number of residential, industrial, institutional and commercial customer accounts.	Fully	139			
EU4	Length of above and underground transmission and distribution lines by regulatory regime	Fully	140			
EU5	"Allocation of CO_2e emissions allowances or equivalent, broken down by carbon trading framework."	Fully	112			
3. Report Parameters						
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Fully	4			

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
3.2	Date of most recent previous report (if any).	Fully	39			
3.3	Reporting cycle (annual, biennial, etc.)	Fully	4			
3.4	Contact point for questions regarding the report or its contents.	Fully	6			
3.5	Process for defining report content.	Fully	4			
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Fully	4			
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).	Fully	5			
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.	Fully	4			
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	Fully	4			
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g.,mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	Fully	4			
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	Fully	4			
3.12	Table identifying the location of the Standard Disclosures in the report.	Fully	155			
3.13	Policy and current practice with regard to seeking external assurance for the report.	Fully	151-153			
4. Governance, Commitments, and Engagement						
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.	Fully	26-29			
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	Fully	26			
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or non-executive members.	Fully	26			
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	Fully	28			

Profile Disclosure	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).	Fully	28			
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	Fully	26			
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.	Fully	26-29			
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	Fully	24-25			
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	Fully	32, 35, 38-42			
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	Fully	27			
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization.	Fully	31			
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.	Fully	51			
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	Fully	35			
4.14	List of stakeholder groups engaged by the organization.	Fully	56			
4.15	Basis for identification and selection of stakeholders with whom to engage.	Fully	56			
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Fully	57			
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Fully	48, 62			

STANDARD DISCLOSURES PART II:
Disclosures on Management Approach (DMAs)

G3.1 EUSS DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
DMA EC	**Disclosure on Management Approach EC**						
Aspects	Economic performance	Fully	82				
	Market presence	Fully	10				
	Indirect economic impacts	Fully	87				
	Availability and reliability	Fully	25				
EU6	Management approach to ensure short and long-term electricity availability and reliability	Fully	25				
	Demand-side management	Fully	143				
EU7	Demand-side management programs including residential, commercial, institutional and industrial programs	Fully	143				
	System efficiency	Fully	14				
	Research and development	Fully	84				
EU8	Research and development activity and expenditure aimed at providing reliable electricity and promoting sustainable development	Fully	84, 144				
	Plant decommissioning	Fully	8				
EU9	Provisions for decommissioning of nuclear power sites	Fully	8				
DMA EN	**Disclosure on Management Approach EN**						
Aspects	Materials COMM	Fully	101				
	Energy	Fully	98				
	Water COMM	Fully	99				
	Biodiversity COMM	Fully	103				
	Emissions, effluents and waste COMM	Fully	95, 96, 102				
	Products and services	Fully	143				
	Compliance	Fully	93				
	Transport	Fully	100				
	Overall	Fully	92-112				

G3.1 EUSS DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
DMA LA	**Disclosure on Management Approach LA**						
Aspects	Employment	Fully	75				
EU14	Programs and processes to ensure the availability of a skilled workforce	Fully	70				
EU15	Percentage of employees eligible to retire in the next 5 and 10 years broken down by job category and by region	Fully	78				
EU16	Policies and requirements regarding health and safety of employees and employees of contractors and subcontractors	Fully	116				
	Labor/management relations	Fully	67				
	Occupational health and safety	Fully	114				
	Training and education	Fully	70				
	Diversity and equal opportunity	Fully	64, 77				
	Equal remuneration for women and men	Fully	64, 77				
DMA HR	**Disclosure on Management Approach HR**						
Aspects	Investment and procurement practices	Fully	86				
	Non-discrimination	Fully	26, 53, 64, 65, 86				
	Freedom of association and collective bargaining	Fully	53, 64, 87, 67				
	Child labor	Fully	29, 64, 65, 86				
	Prevention of forced and compulsory labor	Fully	64, 65, 87				
	Security practices	Fully	78				
	Indigenous rights	Fully	65				
	Assessment	Fully	73				
	Remediation	Fully	64				
DMA SO	**Disclosure on Management Approach SO**						
Aspects	Local communities	Fully	123				
EU19	Stakeholder participation in the decision making process related to energy planning and infrastructure development.	Fully	62				
EU20	Approach to managing the impacts of displacement	Fully	135				
	Corruption	Fully	34, 35, 65				
	Public policy	Fully	35				
	Anti-competitive behavior	Fully	35				

G3.1 EUSS DMAs	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
	Compliance	Fully	32, 93, 146				
	Disaster/Emergency planning and response	Fully	82				
EU21	Contingency planning measures, disaster/emergency management plan and training programs, and recovery/restoration plans.	Fully	82				
DMA PR	Disclosure on Management Approach PR						
Aspects	Customer health and safety	Fully	145				
	Product and service labelling	Fully	146				
	Marketing communications	Fully	147				
	Customer privacy	Fully	146				
	Compliance	Fully	146				
	Access	Fully	144				
EU23	Programs, including those in partnership with government, to improve or maintain access to electricity and customer support services.	Fully	144				
	Provision of information	Fully	146				
EU24	Practices to address language, cultural, low literacy and disability related barriers to accessing and safely using electricity and customer support services	Fully	146				

STANDARD DISCLOSURES PART III: Performance Indicators

Economic

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
Economic performance							
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	Fully	83-84				

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
EC2	Financial implications and other risks and opportunities for the organization's activities due to climate change.	Fully	85				
EC3	Coverage of the organization's defined benefit plan obligations.	Fully	86				
EC4	Significant financial assistance received from government.	Fully	83-84				
Market Presence							
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.	Fully	77				
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	Fully	86				
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	Fully	86				
Indirect economic impacts							
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	Fully	87, 134				
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	Fully	87				
Availability and reliability							
EU10	Planned capacity against projected electricity demand over the long term, broken down by energy source and regulatory regime.	Fully	11, 48				
System efficiency							
EU11	Average generation efficiency of thermal plants by energy source and regulatory regime.	Fully	14				
EU12	Transmission and distribution losses as a percentage of total energy.	Fully	140				
Environmental							
Materials							
EN1 COMM	Materials used by weight or volume.	Fully	101				
EN2	Percentage of materials used that are recycled input materials.	Fully	102				
Energy							
EN3	Direct energy consumption by primary energy source.	Fully	98				

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
EN4	Indirect energy consumption by primary source.	Fully	98				
EN5	Energy saved due to conservation and efficiency improvements.	Fully	99, 110				
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Fully	98				
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	Fully	110				
Water							
EN8COMM	Total water withdrawal by source.	Fully	100				
EN9	Water sources significantly affected by withdrawal of water.	Fully	101				
EN10	Percentage and total volume of water recycled and reused.	Fully	101				
Biodiversity							
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	Fully	103				
EN12 COMM	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	Fully	104				
EU13	Biodiversity of offset habitats compared to the biodiversity of the affected areas	Fully	103				
EN13	Habitats protected or restored.	Fully	104				
EN14 COMM	Strategies, current actions, and future plans for managing impacts on biodiversity.	Fully	103				
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	Fully	103				
Emissions, effluents and waste							
EN16 COMM	Total direct and indirect greenhouse gas emissions by weight.	Fully	96, 97				
EN17	Other relevant indirect greenhouse gas emissions by weight.	Fully	96, 97				
EN18 COMM	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Fully	96, 98				
EN19	Emissions of ozone-depleting substances by weight.	Fully	96				
EN20 COMM	NOx, SOx, and other significant air emissions by type and weight.	Fully	96				

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
EN21 COMM	Total water discharge by quality and destination.	Fully	101				
EN22 COMM	Total weight of waste by type and disposal method.	Fully	102				
EN23	Total number and volume of significant spills.	Fully	102				
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Fully	102				
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	Fully	101				
Products and services							
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	Fully	110				
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	Fully	138				
Compliance							
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	Fully	94				
Transport							
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.	Fully	97				
Overall							
EN30	Total environmental protection expenditures and investments by type.	Fully	112				

Social: Labor Practices and Decent Work

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
Employment							
LA1COMM	Total workforce by employment type, employment contract, and region, broken down by gender.	Fully	75				
LA2COMM	Total number and rate of new employee hires and employee turnover by age group, gender, and region.	Fully	76				
EU17	Days worked by contractor and subcontractor employees involved in construction, operation and maintenance activities.	Fully	118				
EU18	Percentage of contractor and subcontractor employees that have undergone relevant health and safety training.	Fully	118				
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	Fully	69				
LA15	Return to work and retention rates after parental leave, by gender.	Fully	69				
Labor/management relations							
LA4COMM	Percentage of employees covered by collective bargaining agreements.	Fully	67				
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	Fully	67				
Occupational health and safety							
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Fully	114				
LA7COMM	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender.	Fully	118				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	Fully	123				
LA9	Health and safety topics covered in formal agreements with trade unions.	Fully	67				

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
Training and education							
LA10	Average hours of training per year per employee by gender, and by employee category.	Fully	77				
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Fully	69				
LA12	Percentage of employees receiving regular performance and career development reviews, by gender.	Fully	69				
Diversity and equal opportunity							
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Fully	26				
Equal remuneration for women and men							
LA14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.	Fully	77				
Social: Human Rights							
Investment and procurement practices							
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening.	Fully	65, 87				
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.	Fully	87				
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	Partially	77	Training and percentage of employees trained on Human Rights aspects	Not available	Human Rights Policy was rolled out furing this reporting year. Tata Power has initiated activities in this regard across different departments as per GRI framework	2015

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
Non-discrimination							
HR4	Total number of incidents of discrimination and corrective actions taken.	Fully	64				
Freedom of association and collective bargaining							
HR5COMM	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.	Fully	87				
Child labor							
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.	Fully	87				
Prevention of forced and compulsory labor							
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor.	Fully	87				
Security practices							
HR8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.	Fully	77				
Indigenous rights							
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	Fully	65				
Assessment							
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments.	Fully	65				
Remediation							
HR11	"Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms."	Fully	65				

Social: Society

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
Local communities							
SO1 COMM (EUSS)	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	Fully	124, 127-134				
SO1 (G3.1)	Percentage of operations with implemented local community engagement, impact assessments, and development programs.	Fully	124, 127				
EU22	Number of people physically or economically displaced and compensation, broken down by type of project.	Fully	134				
SO9	Operations with significant potential or actual negative impacts on local communities.	Fully	94				
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities.	Fully	94				
Corruption							
SO2	Percentage and total number of business units analyzed for risks related to corruption.	Fully	35				
SO3	Percentage of employees trained in organization's anti-corruption policies and procedures.	Fully	35				
SO4	Actions taken in response to incidents of corruption.	Fully	35				
Public policy							
SO5	Public policy positions and participation in public policy development and lobbying.	Fully	35				
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	Fully	62				
Anti-competitive behavior							
SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Fully	35				
Compliance							
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	Fully	35				

Social: Product Responsibility

Indicator	Disclosure	Level of reporting	Location of disclosure	For partially reported disclosures, indicate the part not reported	Reason for omission	Explanation for the reason for omission	To be reported in
Customer health and safety							
PR1COMM	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	Fully	16, 145				
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Fully	146				
EU25	Number of injuries and fatalities to the public involving company assets, including legal judgments, settlements and pending legal cases of diseases.	Fully	146				
Product and service labeling							
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	Fully	146				
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes.	Fully	146				
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Fully	142				
Marketing communications							
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	Fully	147				
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	Fully	147				
Customer privacy							
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	Fully	146				

IV. Mapping of GRI G3.1 indicators with BRR (SEBI) & NVGs

Mapping of GRI G3.1 indicators with BRR (SEBI) & NVGs

The G3.1 indicators of GRI framework have been mapped with Business Responsibility Report of Securities & Exchange Guidelines (NVGs) of Ministry of Corporate Affairs (MCA). The details of BRR are also given in the Tata Power's Annual

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
Profile Disclosures					
1.1	Statement from the most senior decision-maker of the organization.				Priorities in terms of Principle & Core Elements Any significant risk that the business wants its stakeholders to know Any Goals & targets set by the top management for improving their performance during the reporting year
1.2	Description of key impacts, risks, and opportunities.	Section E: Principle 6 Environment	Does the company identify and assess potential environmental risks? Y/N		Priorities in terms of Principle & Core Elements. Any significant risk that the business wants its stakeholders to know. Any Goals & targets set by the top management for improving their performance during the reporting year.
		Section E: Principle 2 - Product Life Cycle Sustainability	List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/or opportunities		
2.1	Name of the organization	Section A: General information about the Company	Name of the Company		Basis details of the business - name, nature of ownership, details of the top mgmt, etc
2.2	Primary brands, products, and/or services.	Section A: General information about the Company	Sectors that the Company is engaged in		Basis details of the business - name, nature of ownership, details of the top mgmt, etc
		Section A: General information about the Company	List 3 key products/services that the Company manufactures/provides (as in Balance sheet)		
2.3	Operational structure of the organization, including main divisions, operating companies, subsidiaries, and joint ventures.	Section C: Other Details	Does the Company have any subsidiary Company/Companies?		Basis details of the business - name, nature of ownership, details of the top mgmt, etc
2.4	Location of organization's Headquarters.	Section A: General Information about the Company	Registered Address		Basis details of the business - name, nature of ownership, details of the top mgmt, etc
2.5	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	Section A: General Information about the Company	Total Number of locations where business activity is undertaken by the Company 1. International Locations 2. National Locations		Basis details of the business - name, nature of ownership, details of the top mgmt, etc

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
2.6	Nature of ownership and legal form.	Section C: Other details	Does the Company have any subsidiary Company/Companies?		Basis details of the business - name, nature of ownership, details of the top mgmt, etc
2.7	Markets served including geographic breakdown, sectors served, and types of customers/ beneficiaries).	Section A: General Information about the Company	Sector(s) that the Company is engaged in (industry activity code wise)		Basis details of the business - name, nature of ownership, details of the top mgmt, etc
		Section A: General Information about the Company	Markets served by the Company - Local/state/National/International		
2.8	Scale of the reporting organization.				Economic & Financial data - Sales, Net Profit, Tax paid, Total assets, market capitalization, number of employees
2.9	Significant changes during the reporting period regarding size, structure, or ownership				
2.10	Awards received in the reporting period				
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	Section A: General Information about the Company	Financial year reported		Reporting period/cycle
3.2	Date of most recent previous report (if any).				
3.3	Reporting cycle (annual, biennial, etc.)	Section D: BR information	Governance related to BR - Indicate the frequency with which the Board of Directors, Committees of the Board or CEO to assess the BR performance of the Comapany. Within 3 months, 3-6 months, Annually, more htan 1 year Does the Company publish BR or Sustainability Report? What is the hyperlink for viewing this report? How frequently is it published?		Reporting period/cycle
3.4	Contact point for questions regarding the report or its contents.	Section A: General Information about the Company	E-mail ID		
3.5	Process for defining report content.				Whether the report is based on this framework or any other framework
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.	Section C: Other details	Do the Subsidiary Company/ Companies participate in the BR initiatives of the parent Company? If yes, then indicate the number of such subsidiary company(s)		

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
		Section C: Other details	Do any other entity/entities (e.g suppliers, distributors etc) that the Company does business with, participate in the BR initiatives of the Company? If yes, then indicate the percentage of such entity/entities? (Less than 30%, 30-60%, more than 60%)		
3.7	State any specific limitations on the scope or boundary of the report (see completeness principle for explanation of scope).				
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations				
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.				
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such restatement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods). The data collection/carbon footprint calculation exercise for scope 3/Scope 2 (respectively) emissions last year revealed that data management systems with regard to business air travel and emissions directory with regard to carbon footprint calculations could be strengthened. Having progressively improved these systems the total scope 3 & Scope 2 emissions arrived at for previous years has been revised and restated				
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report				
3.12	Table identifying the location of the Standard Disclosures in the report.				

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
3.12	Table identifying the location of the Standard Disclosures in the report.				
3.13	Policy and current practice with regard to seeking external assurance for the report.	Section D: BR information	Has the Company carried out independent audit/ evaluation of the working of this policy by an internal or external agency		
4.1	Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight	Section D: BR information	Details of the Director/Directors responsible for BR a) Details of the Director/Directors responsible for the implementation of the BR policy/policies - DIN Number - Name - Designation b) Details of the BR head - DIN Number (if applicable) - Name - Designation - Telephone Number - Email - id	Principle 1: Business should conduct and govern themselves with Ethic, Transparency and Accountability	Governance structure of the business, including committees under the Board responsible for organizational oversight. In case no committee is constitutes, then the details of the individual responsible for the oversight Mandate and composition (indicating number of independent members and/or non executive members) of such committees with the number of oversight review meetings held
4.2	Indicate whether the Chair of the highest governance body is also an executive officer			Principle 1: Business should conduct and govern themselves with Ethic, Transparency and Accountability	State whether the person/committee head responsible for oversight review is independent from the executive authority or not, if yes, how
4.3	For organizations that have a unitary board structure, state the number and gender of members of the highest governance body that are independent and/or nonexecutive members.			Principle 1: Business should conduct and govern themselves with Ethic, Transparency and Accountability	Mandate and composition (indicating number of independent members and/or non executive members) of such committees with the number of oversight review meetings held
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.			Principle 1: Business should conduct and govern themselves with Ethic, Transparency and Accountability	Mechanism for shareholders and employee to provide recommendations or direction to the Board/Chief Executive
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organization's performance (including social and environmental performance).				

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.			Principle 1: Business should conduct and govern themselves with Ethic, Transparency and Accountability	Processes in place for the Board/ Chief Executive to ensure conflicts of interest are avoided
4.7	Process for determining the composition, qualifications, and expertise of the members of the highest governance body and its committees, including any consideration of gender and other indicators of diversity.				
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.			Principle 1: Business should conduct and govern themselves with Ethic, Transparency and Accountability	Internally developed statement of Ethics, Codes of Conduct and details of the process followed to ensure that the same are followed
4.9	Procedures of the highest governance body for overseeing the organization's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles	Section D: BR Information	For all the nine principles: Has the policy being approved by the Board? If yes, has it been signed by MD/owner/ CEO/appropriate Board Director?	Principle 1: Business should conduct and govern themselves with Ethic, Transparency and Accountability	Frequency with which the Board/ CEO assess the BR performance
		Section D: BR Information	For all the nine principles: Does the Company have a specified committee of the Board/Director/Official to oversee the implementation of the policy?		
		Section D: BR Information	Governance related to BR - Indicate the frequency with which the Board of Directors, Committees of the Board or CEO to assess the BR performance of the Company. Within 3 months, 3-6 months, Annually, more than 1 year Does the Company publish BR or Sustainability Report? What is the hyperlink for viewing this report? How frequently is it published?		
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.				

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organization				
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organization subscribes or endorses.				
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: 1. Has positions in governance bodies; 2. Participates in projects or committees; 3. Provides substantive funding beyond routine membership dues; or Views membership as strategic.	Section E: Principle 7- Policy Advocacy	Is your Company a member of any trade and chamber or association? If yes, Name only those major ones that your business deals with		
4.14	Memberships in associations (such as industry associations) and/or national/international advocacy organizations in which the organization: 1. Has positions in governance bodies; 2. Participates in projects or committees; 3. Provides substantive funding beyond routine membership dues; or Views membership as strategic.	Section E: Principle 7- Policy Advocacy	Is your Company a member of any trade and chamber or association? If yes, Name only those major ones that your business deals with		
4.14	List of stakeholder groups engaged by the organization	Section D: BR information	Principle 4; Businesses should respect the interests of, and be responsive towards all stakeholders, Especially those who are disadvantaged, vulnerable and marginalized.	Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, Especially those Who are disadvantaged, Vulnerable and marginalized.	Statement on the process of identification of stakeholders and engaging with them
4.15	Basis for identification and selection of stakeholders with whom to engage.	Section E: Stakeholder Engagement	Has the Company mapped its internal and external stakeholders? Yes/No	Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, Especially those Who are disadvantaged, Vulnerable and marginalized.	Statement on the process of identification of stakeholders and engaging with them

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
		Section E: Stakeholder Engagement	Out of the above, has the company identified the disadvantaged, vulnerable and marginalized stakeholders		
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	Section D: BR Information	Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, Especially those Who are disadvantaged, Vulnerable and marginalized.	Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, Especially those Who are disadvantaged, Vulnerable and marginalized.	Statement on the process of identification of stakeholders and engaging with them
		Section D: BR Information	Has the policy being formulated in consultation with the relevant stakeholders?		
		Section D: BR Information	Has the policy been formally communicated to all the relevant internal & external stakeholder?		
		Section E: Principle 4- Stakeholder Engagement	Out of the above, has the Company identified the disadvantaged, vulnerable & marginalized stakeholders		
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting.	Section D: BR Information	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders grievances related to the policy/ policies?	Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, Especially those Who are disadvantaged, Vulnerable and marginalized.	Statement on significant issues on which formal dialogue has been undertaken with any of the stakeholder groups
		Section E: Principle 4- Stakeholder Engagement	Out of the above, has the Company identified the disadvantaged, vulnerable & marginalized stakeholders		
		Section E: Principle 5: Human Rights	How many stakeholders' complaints have been received in the past financial year and what percent was satisfactorily resolved by the management?		

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
DMA					
		Section D: BR Information	Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle		
		Section D: BR Information	Principle 8: Businesses should support inclusive growth and equitable development		Any goals & targets that were set by the top management for improving their performance during the reporting year
		Section D: BR Information			
		Section D: BR Information	Do you have a policy/policies for…		
		Section D: BR Information	Has the policy being formulated in consultation with the relevant stakeholders?		
		Section D: BR Information	Does the policy conform to any national /international standards? If yes, specify? (50 words)		
		Section D: BR Information	Has the policy being approved by the Board? Is yes, has it been signed by MD/owner/ CEO/appropriate Board Director?		
		Section D: BR Information	Does the company have a specified committee of the Board/ Director/ Official to oversee the implementation of the policy?		
		Section D: BR Information	Indicate the link for the policy to be viewed online?		
		Section D: BR Information	Has the policy been formally communicated to all relevant internal and external stakeholders?		
		Section D: BR Information	Does the company have in-house structure to implement the policy/ policies.		
		Section D: BR Information	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?		

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
		Section D: BR Information	Has the company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?		
EC 1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	Section B: Financial details of the Company	Paid up capital (INR)		Economic & Financial Data - sales, net profit, tax paid, total assets, market capitalization, number of employees
		Section B: Financial details of the Company	Total Turnover (INR)		
		Section B: Financial details of the Company	Total profit after taxes (INR)		
EC 2	Financial implications and other risks and opportunities for the organization's activities due to climate change.				
EC 3	Coverage of the organization's defined benefit plan obligations.				
EC 4	Significant financial assistance received from government.				
EC 4	Significant financial assistance received from government				
EC 6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	Section E: Principle 2 - Product Life Cycle Sustainability	Does the Company have procedures in place for sustainable sourcing (including transportation)?	Principle 2: Business should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Statement on the use of sustainable practices used in the value chain
		Section E: Principle 2 - Product Life Cycle Sustainability	Has the company taken any steps to procure goods and services from local & small producers, including communities surrounding their place of work? If yes, what steps have been taken to improve their capacity and capability of local and small vendors?		

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
EC 7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.				
EC 8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.				
EC 9	Understanding and describing significant indirect economic impacts, including the extent of impacts.				
DMA		Section D:BR Information	Principle 2: : Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle		Any goals and targets that were set by the top management for improving their performance during the reporting period
		Section D:BR Information	Principle 6: Business should respect, protect, and make efforts to restore the environment		
		Section D:BR Information	Do you have a policy/policies for....		
		Section D:BR Information	Has the policy being formulated in consultation with the relevant stakeholders?		
		Section D:BR Information	Does the policy conform to any national /international standards? If yes, specify? (50 words)		
		Section D:BR Information	Has the policy being approved by the Board? Is yes, has it been signed by MD/owner/ CEO/appropriate Board Director?		
		Section D:BR Information	Does the company have a specified committee of the Board/ Director/ Official to oversee the implementation of the policy?		
		Section D:BR Information	Indicate the link for the policy to be viewed online?		

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
		Section D:BR Information	Has the policy been formally communicated to all relevant internal and external stakeholders?		
		Section D:BR Information	Does the company have in-house structure to implement the policy/ policies.		
		Section D:BR Information	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?		
		Section D:BR Information	Has the company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?		
		Section E: Principle 6 - Environment	Does the Company identify and assess potential environmental risks? Y/N		
		Section E: Principle 6 - Environment	Does the Company identify and assess potential environmental risks? Y/N		
EN 1	Materials used by weight or volume.				
EN 2	Percentage of materials used that are recycled input materials.	Section E: Principle 2- Products Life Cycle Sustainability	Does the company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.	Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Statement to the use of recyclable raw materials used
				Principle 6: Business should respect, protect, and make efforts to restore the environment	Percentage of materials used that are recycles input materials
EN 3	Direct energy consumption by primary energy source			Principle 6: Business should respect, protect, and make efforts to restore the environment	Total energy consumed by the business entity for its operations
				Principle 6: Business should respect, protect, and make efforts to restore the environment	Use of renewable energy as percentage of total energy consumption

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
EN 4	Indirect energy consumption by primary source.			Principle 6: Business should respect, protect, and make efforts to restore the environment	Total energy consumed by the business entity for its operations
EN 5	Energy saved due to conservation and efficiency improvements.	Section E: Principle 6 -Environment	Has the company undertaken any other initiatives on - clean technology, energy efficiency, renewable energy, etc. Y/N. If yes, please give hyperlink for web page etc.	Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on the use of energy saving processes and the total energy saved due to use of such processes
EN 6	Initiatives to provide energy efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	Section E: Principle 6 -Environment	Does the company have strategies/ initiatives to address global environmental issues such as climate change, global warming, etc? Y/N. If yes, please give hyperlink for webpage etc	Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Statement on use of energy efficient technologies, designs and manufacturing/ service-delivery processes
		Section E: Principle 6 -Environment	Has the company undertaken any other initiatives on - clean technology, energy efficiency, renewable energy, etc. Y/N. If yes, please give hyperlink for web page etc.	Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on the use of energy saving processes and the total energy saved due to the use of such processes
		Section E: Principle 2- Products Life Cycle Sustainability	For each product, provide the following details in respect of resource use (energy, water, raw material) per unit of product (optional): - Reduction during sourcing/ production/distribution achieved since the previous year throughout the value chain? - Reduction during the usage by consumers (energy, water) has been achieved since the previous year?		
EN 7	Initiatives to reduce indirect energy consumption and reductions achieved.	Section E: Principle 2- Products Life Cycle Sustainability	For each product, provide the following details in respect of resource use (energy, water, raw material) per unit of product (optional): - Reduction during sourcing/ production/distribution achieved since the previous year throughout the value chain?	Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Statement on use of energy efficient technologies, designs and manufacturing/ service-delivery processes

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
		Section E: Principle 6 -Environment	Does the company have strategies/ initiatives to address global environmental issues such as climate change, global warming, etc? Y/N. If yes, please give hyperlink for webpage etc.	Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on the use of energy saving processes and the total energy saved due to the use of such processes
		Section E: Principle 6 -Environment	Has the company undertaken any other initiatives on - clean technology, energy efficiency, renewable energy, etc. Y/N. If yes, please give hyperlink for web page etc.		
EN 8	Total water withdrawal by source.	Section E: Principle 2 - Product Life Cycle Sustainability	For each product, provide the following details in respect of resource use (energy, water, raw material) per unit of product (optional): - Reduction during sourcing/ production/distribution achieved since the previous year throughout the value chain? - Reduction during the usage by consumers (energy, water) has been achieved since the previous year?	Principle 6: Business should respect, protect, and make efforts to restore the environment	Total water consumed and the percentage of water that is recycled and reused
EN 9	Water sources significantly affected by withdrawal of water				
EN 10	Percentage and total volume of water recycled and reused	Section E: Principle 2 - Product Life Cycle Sustainability	For each product, provide the following details in respect of resource use (energy, water, raw material) per unit of product (optional) Reduction during the usage by consumers (energy, water) has been achieved since the previous year?	Principle 6: Business should respect, protect, and make efforts to restore the environment	Total water consumed and the percentage of water that is recycled and reused
EN 11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.				
EN 12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.				

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
EN 13	Habitats protected or restored				
EN 14	Strategies, current actions, and future plans for managing impacts on biodiversity.			Principle 6: Business should respect, protect, and make efforts to restore the environment	Details of efforts made for reconstruction of bio-diversity
EN 15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.				
EN 16	Total direct and indirect greenhouse gas emissions by weight.			Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on quantum of emissions of GHG and efforts made to reduce the same
EN 17	Other relevant indirect greenhouse gas emissions by weight.			Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on quantum of emissions of GHG and efforts made to reduce the same
EN 18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	Section E: Principle 6 -Environment	Does the company have strategies/ initiatives to address global environmental issues such as climate change, global warming, etc? Y/N. If yes, please give hyperlink for webpage etc.	Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on quantum of emissions of GHG and efforts made to reduce the same
		Section E: Principle 6 -Environment	Does the company have any project related to Clean Development Mechanism? If so, provide details thereof, in about 50 words or so. Also, if Yes, whether any environmental compliance report is filed?		
EN 19	Emissions of ozone-depleting substances by weight				
EN 20	NOx, SOx, and other significant air emissions by type and weight.				
EN 21	Total water discharge by quality and destination			Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on discharge of water and effluents indicating the treatment done before discharge and the destination

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
EN 22	Total weight of waste by type and disposal method.	Section E: Principle 2 - Product Life Cycle Sustainability	Does the company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.	Principle 6: Business should respect, protect, and make efforts to restore the environment	Statement on discharge of water and effluents indicating the treatment done before discharge and the destination of disposal
EN 23	Total number and volume of significant spills.				
EN 24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	Section E: Principle 2 - Product Life Cycle Sustainability	Does the company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.		
EN 25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.				
EN 26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	Section E: Principle 6 -Environment	Does the company have strategies/initiatives to address global environmental issues such as climate change, global warming, etc? Y/N. If yes, please give hyperlink for webpage etc.		
		Section E: Principle 2 - Product Life Cycle Sustainability	For each product, provide the following details in respect of resource use (energy, water, raw material) per unit of product (optional): - Reduction during sourcing/ production/distribution achieved since the previous year throughout the value chain? - Reduction during the usage by consumers (energy, water) has been achieved since the previous year?		
EN 27	Percentage of products sold and their packaging materials that are reclaimed by category.	Section E: Principle 2 - Product Life Cycle Sustainability	Does the company have a mechanism to recycle products and waste? If yes what is the percentage of recycling of products and waste (separately as <5%, 5-10%, >10%). Also, provide details thereof, in about 50 words or so.		

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
EN 28	Monetary value of significant fines and total number of nonmonetary sanctions for non compliance with environmental laws and regulations.				
EN 29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce.				
EN 30	Total environmental protection expenditures and investments by type.				
		Section D: BR Information	Principle3: Businesses should promote the wellbeing of all employees		Any goals & targets that were set by the top management for improving their performance during the reporting period
		Section D: BR Information	Principle 4: Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.	Principle 3: Businesses should promote the wellbeing of all employees	Statement on non discriminatory employment policy of the business entity
		Section D: BR Information	Principle8:Businesses should support Inclusive growth and equitable development	Principle 3: Businesses should promote the wellbeing of all employees	Number of training & skill up-gradation programs organized during the reporting period for skilled & unskilled employees
		Section D: BR Information	Do you have a policy/policies for....		
		Section D: BR Information	Has the policy being formulated in consultation with the relevant stakeholders?		
		Section D: BR Information	Does the policy conform to any national /international standards? If yes, specify? (50 words)		
		Section D: BR Information	Has the policy being approved by the Board? Is yes, has it been signed by MD/owner/ CEO/appropriate Board Director?		
		Section D: BR Information	Does the company have a specified committee of the Board/ Director/ Official to oversee the implementation of the policy?		

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
		Section D: BR Information	Indicate the link for the policy to be viewed online?		
		Section D: BR Information	Has the policy been formally communicated to all relevant internal and external stakeholders?		
		Section D: BR Information	Does the company have in-house structure to implement the policy/ policies		
		Section D: BR Information	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?		
		Section D: BR Information	Has the company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?		
LA 1	Total workforce by employment type, employment contract, and region, broken down by gender.	Section E: Principle 3 -Employees wellbeing	Please indicate the Total number of employees		Economic & Financial Data - sales, net profit, tax paid, total assets, market capitalization, number of employees
LA 2	Total number and rate of new employee hired and employee turnover by age group, gender, and region.	Section E: Principle 3 -Employees wellbeing	Please indicate the Total number of employees hired on temporary/ contractual/casual basis	Principle 3: Businesses should promote the wellbeing of all employees	Total number of employees with percentage of employees that are engaged through contractors
LA 3	Benefits provided to full-time employees that are not provided to Temporary or part time employees, by major operations.	Section E: Principle 3 -Employees wellbeing	Please indicate the Number of permanent women employees	Principle 3: Businesses should promote the wellbeing of all employees	Percentage of employees who are women
LA 15	Return to work and retention rates after parental leave, by gender.				
LA 4	Percentage of employees covered by collective bargaining agreements.	Section E: Principle 3 -Employee's well being	Do you have an employee association that is recognized by management?		
		Section E: Principle 3 -Employee's well being	What percentage of your permanent employees is members of this recognized employee association?		
LA 5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements				

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
LA 6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	Section E: Principle 3 -Employee's well being	Do you have an employee association that is recognized by management?		
		Section E: Principle 3 -Employee's well being	What percentage of your permanent employees is members of this recognized employee association?		
LA 7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region				
LA 8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.				
LA 9	Health and safety topics covered in formal agreements with trade unions				
LA 10	Average hours of training per year per employee by gender, and by employee category	Section E: Principle 3 -Employee's well being	What percentage of your under mentioned employees were given safety & skill up-gradation training in the last year? Permanent Employees Permanent Women Employees Casual/ Temporary/Contractual Employees Employees with Disabilities	Principle 3: Businesses should promote the wellbeing of all employees	Number of training and skill up-gradation programs organized during the reporting period for skilled & unskilled employees
LA 11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	Section E: Principle 3 -Employee's well being	What percentage of your under mentioned employees were given safety & skill up-gradation training in the last year? Permanent Employees Permanent Women Employees Casual/ Temporary/Contractual Employees Employees with Disabilities	Principle 3: Businesses should promote the wellbeing of all employees	Number of training and skill up-gradation programs organized during the reporting period for skilled & unskilled employees
LA 12	Percentage of employees receiving regular performance and career development reviews, by gender				
LA 13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity.	Section E: Principle 3 -Employee's well being	Please indicate the number of permanent women employees		
		Section E: Principle 3 -Employee's well being	Please indicate the number of permanent employees with disabilities		

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
LA 14	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation.				
DMA		Section D: BR Information	Principle 4: Business should respect the interests of, and be responsive towards all the stakeholders, especially those who are disadvantaged, vulnerable and marginalized		Any goals and targets that were set by the top management for improving their performance during the reporting period
		Section D: BR Information	Principle 5: Businesses should respect and promote human rights	Principle 5: Businesses should respect and promote human rights	Statement on the policy of the business entity on observance of human rights in their operation
		Section D: BR Information	Principle 8: Businesses should support inclusive Growth and equitable development		
		Section D: BR Information	Do you have a policy/policies for....		
		Section D: BR Information	Has the policy being formulated in consultation with the relevant stakeholders?		
		Section D: BR Information	Does the policy conform to any national /international standards? If yes, specify? (50 words)		
		Section D: BR Information	Has the policy being approved by the Board? Is yes, has it been signed by MD/owner/ CEO/appropriate Board Director?		
		Section D: BR Information	Does the company have a specified committee of the Board/ Director/ Official to oversee the implementation of the policy?		
		Section D: BR Information	Indicate the link for the policy to be viewed online?		
		Section D: BR Information	Has the policy been formally communicated to all relevant internal and external stakeholders?		
		Section D: BR Information	Does the company have in-house structure to implement the policy/ policies		

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
		Section D: BR Information	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?		
		Section D: BR Information	Has the company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?		
HR 1	Percentage and total number of significant investment agreements and contracts that include clauses Incorporating human rights concerns, or that have undergone human rights screening.				
HR 2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken.			Principle 2: Business should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Statement on use of sustainable practices used in the value chain
HR 3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.				
HR 4	Total number of incidents of discrimination and corrective actions taken			Principle 5: Businesses should respect and promote human rights	Statement of complaints of human rights violation filed during the reporting period
HR 5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights.				
HR 6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor.			Principle 6: Business should provide goods and services that are safe and contribute to sustainability throughout life cycle	Statement on use of sustainable practices used in the value chain

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
HR 7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Section E: Principle 3- Employee's well being	Please indicate the Number of complaints relating to child labor, forced labor, involuntary labor, sexual harassment in the last financial year and pending, as on the end of the financial year	Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle	Statement on use of sustainable practices used in the value chain
HR 8	Percentage of security personnel trained in the organization's policies or procedures concerning aspects of human rights that are relevant to operations.				
HR 9	Total number of incidents of violations involving rights of indigenous people and actions taken.			Principle 5: Businesses should respect and promote human rights	Statement on complaints of human rights violations filed during the reporting period
HR 10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments				
HR 11	Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms.	Section E: Principle 3 - Employee wellbeing	Please indicate the number of complaints relating to child labor, forced labor, involuntary labor, sexual harassment in the last financial year and pending, as on the end of the financial year	Principle 3: Business should promote the wellbeing of all the employees	Number of grievances submitted by the employees
		Section E: Principle 3 - Employee wellbeing	Number of complaints filed during the financial year and number of complaints pending as on end of the financial year - Child labor/forced labor/ involuntary labor - Sexual harassment - Discriminatory employment	Principle 5: Businesses should respect and promote human rights	Statement on complaints of human rights violations filed during the reporting period
		Section D: BR Information	Principle 1: Businesses should conduct and govern themselves with Ethics, Transparency and Accountability		Any goals and targets that were set by the top management for improving their performance during the reporting period
		Section D: BR Information	Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner	Principle 8: Businesses Should support inclusive Growth and equitable development	Details of community investment and development work undertaken indicating the financial resources deployed and the impact of the work with a longer term perspective

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
		Section D: BR Information	Principle 8: Businesses should support inclusive growth and equitable development	Principle 8: Businesses should support inclusive growth and equitable development	Details of innovative practices, products and services that particularly enhance access and allocation of resources to the poor and the marginalized groups of the society
		Section D: BR Information	Do you have a policy/policies for....		
		Section D: BR Information	Has the policy being formulated in consultation with the relevant stakeholders?		
		Section D: BR Information	Does the policy conform to any national /international standards? If yes, specify? (50 words)		
		Section D: BR Information	Has the policy being approved by the Board? Is yes, has it been signed by MD/owner/ CEO/appropriate Board Director?		
		Section D: BR Information	Does the company have a specified committee of the Board/ Director/ Official to oversee the implementation of the policy?		
		Section D: BR Information	Indicate the link for the policy to be viewed online?		
		Section D: BR Information	Has the policy been formally communicated to all relevant internal and external stakeholders?		
		Section D: BR Information	Does the company have in-house structure to implement the policy/ policies		
		Section D: BR Information	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?		
		Section D: BR Information	Has the company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?		
		Section E: Principle 8: Inclusive growth	Does the company have specified programmes/initiatives/projects in pursuit of the policy related to Principle 8? If yes details thereof.		

G3.1		BRR (SEBI)		NVGs	
Item	**Title**	**Section**	**Title**	**Principle**	**Title**
		Section E: Principle 8: Inclusive growth	Are the programmes/projects undertaken through in-house team/ own foundation/external NGO/ government structures/any other organization?		
		Section E: Principle 8: Inclusive growth	Have you done any impact assessment of your initiative?		
		Section E: Principle 1: Ethics, Transparency and Accountability	Does the policy relating to ethics, bribery and corruption cover only the company? Yes/ No. Does it extend to the Group/ Joint Ventures/Suppliers/Contractors/NGOs /Others?		
SO 1	Percentage of operations which implemented local community engagement, impact assessments, and development programs.	Section E: Principle 8: Inclusive growth	What is your company's direct contribution to community development projects- Amount in INR and the details of the projects undertaken	Principle 8: Businesses should support inclusive growth and equitable development	Details of community investment and development work undertaken indicating the financial resources deployed and the impact of this work with a longer term perspective
		Section E: Principle 8: Inclusive growth	Have you taken steps to ensure that this community development initiative is successfully adopted by the community? Please explain in 50 words, or so.		
SO 9	Operations with significant potential or actual negative impacts on local communities				
SO 10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	Section E: Principle 8: Inclusive growth	What is your company's direct contribution to community development projects- Amount in INR and the details of the projects undertaken	Principle 8: Businesses should support inclusive growth and equitable development	Details of community investment and development work undertaken indicating the financial resources deployed and the impact of this work with a longer term perspective
		Section E: Principle 8: Inclusive growth	Have you taken steps to ensure that this community development initiative is successfully adopted by the community? Please explain in 50 words, or so.		
SO 2	Percentage and total number of business units analyzed for risks related to corruption.				
SO 3	Percentage of employees trained in organization's anti corruption policies and procedures.				

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
SO 4	Actions taken in response to incidents of corruption	Section E: Principle 1 - Ethics, Transparency and Accountability	How many stakeholder complaints have been received in the past financial year and what percentage was satisfactorily resolved by the management? If so, provide details thereof, in about 50 words or so		
SO 5	Public policy positions and participation in public policy development and lobbying.			Principle 7: Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner	Statement on significant policy advocacy efforts undertaken with details of the platform used
SO 6	Total value of financial and in kind contributions to political parties, politicians, and related institutions by country.				
SO 7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes.	Section E: Principle 9 - Customer Value	Is there any case filed by any stakeholder against the company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behavior during the last five years and pending as on end of financial year. If so, provide details thereof, in about 50 words or so.		
SO 8	Monetary value of significant fines and total number of nonmonetary sanctions for non compliance with laws and regulations.				
DMA		Section D: BR information	Principle 2: Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle		Any goals and targets that were set by the top management for improving their performance during the reporting period
		Section D: BR information	Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner		
		Section D: BR Information	Do you have a policy/policies for....		
		Section D: BR Information	Has the policy being formulated in consultation with the relevant stakeholders?		
		Section D: BR Information	Does the policy conform to any national /international standards? If yes, specify? (50 words)		

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
		Section D: BR Information	Has the policy being approved by the Board? Is yes, has it been signed by MD/owner/ CEO/appropriate Board Director?		
		Section D: BR Information	Does the company have a specified committee of the Board/ Director/ Official to oversee the implementation of the policy?		
		Section D: BR Information	Indicate the link for the policy to be viewed online?		
		Section D: BR Information	Has the policy been formally communicated to all relevant internal and external stakeholders?		
		Section D: BR Information	Does the company have in-house structure to implement the policy/ policies		
		Section D: BR Information	Does the Company have a grievance redressal mechanism related to the policy/policies to address stakeholders' grievances related to the policy/ policies?		
		Section D: BR Information	Has the company carried out independent audit/ evaluation of the working of this policy by an internal or external agency?		
PR 1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.				
PR 2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	Section E: Principle 2- Product Life Cycle Sustainability	List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/or opportunities	Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner	Details of the customer complaints on safety, labeling and safe disposal of the products received during the reporting period
PR 3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	Section E: Principle 9 - Customer Value	Does the company display product information on the product label, over and above what is mandated as per local laws? Yes/No/N.A. / Remarks(additional information)	Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner	Statement on whether the labeling of their products has adequate information regarding product related customer health and safety, method of use and disposal, product and process standards observed.

G3.1		BRR (SEBI)		NVGs	
Item	Title	Section	Title	Principle	Title
PR 4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Section E: Principle 9 - Customer Value	What percentage of customer complaints/consumer cases are pending as on the end of financial year?	Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner	Statement on whether the labeling of their products has adequate information regarding product related customer health and safety, method of use and disposal, product and process standards observed.
		Section E: Principle 9 - Customer Value	Is there any case filed by any stakeholder against the company regarding unfair trade practices, irresponsible advertising and/or anti-competitive behavior during the last five years and pending as on end of financial year. If so, provide details thereof, in about 50 words or so.		
		Section E: Principle 2- Product Life Cycle Sustainability	List up to 3 of your products or services whose design has incorporated social or environmental concerns, risks and/or opportunities.		
PR 5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	Section E: Principle 9 - Customer Value	Did your company carry out any consumer survey/ consumer satisfaction trends?	Principle 9: Businesses should engage with and provide value to their customers and consumers in a responsible manner	Details of the customer complaints on safety, labeling and safe disposal of the products received during the reporting period
PR 6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.				
PR 7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.				
PR 8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data				
PR 9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services				

V. Abbreviations

3C	:	Combat Climate Change
ABP	:	Annual Business Plan
ACE	:	Accelerated Career Enhancement
ADC	:	Assessment Development Centre
AOC	:	Architecture of Care
APCE	:	Air Pollution Control Equipment
APP	:	Associate of Power Producers
BARC	:	Bhabha Atomic Research Centre
BCCL	:	Bharat Coking Coal Limited
BEE	:	Bureau of Energy Efficiency
BEST	:	Brihanmumbai Electricity Supply & Transport
BITS	:	Birla Institute of Technology & Science
BNHS	:	Bombay Natural History Society
BPCL	:	Bharat Petroleum Corporation Limited
BPO	:	Business Process Outsourcing
BPR	:	Business Process Reengineering
BRR	:	Business Responsibility Report
BSC	:	Balance Score Card
CAL	:	Computer Aided Learning Program
CBD	:	Convention on Biological Diversity
CCR	:	CO2 Capture & Reuse
CDM	:	Clean Development Mechanism
CDP	:	Carbon Disclosure Project
CERC	:	Central Electricity Regulatory Commission
CERs	:	Certified Emission Reductions
CFL	:	Compact Fluorescent Lamps
CGPL	:	Coastal Gujarat Power Limited
CII	:	Confederation of Indian Industries
CMFRI	:	Central Marine Fisheries Research Institute
CoP	:	Communication on Progress
COP	:	Conference of Parties
CPPs	:	Captive Power Plants
CR	:	Community Relations
CRM	:	Customer Relationship Management
CRPEI	:	Community Relations Program Effectiveness Index
CSAT	:	Customer Satisfaction Assessment Total
CSC	:	Corporate Sustainability Committee
CSI	:	Computer Society of India
CSI	:	Community Satisfaction Index
CSO	:	Chief Sustainability Officer
CSPI	:	Corporate Sustainability Protocol Index

CSR	:	Corporate Social Responsibility
CTO	:	Consent to Operate
Cu	:	Cubic
CWS	:	Challenges Worth Solving
DCS	:	Distribution & Consumer Services
DFA	:	Distribution Franchisee Agreement
DHPC	:	Dagachchu Hydro Power Corporation Ltd.
Discoms	:	Distribution Companies
DNA	:	Designated National Authority
DSC	:	Divisional Sustainability Committee
DSM	:	Demand Side Management
DVC	:	Damodar Valley Corporation
EBITDA	:	Earnings Before Interest Tax Depreciation & Amortization
ED	:	Executive Director
EDP	:	Executive Development Program
EES	:	Employee Engagement Survey
EPM	:	Enterprise Process Model
ER	:	Eastern Region
ERDA	:	Electrical Research & Development Associated
ETP	:	Effluent Treatment Plant
EVIs	:	Environment Voluntary Initiatives
FUSION	:	Flow of Unique Skills & Intelligence from Old to New
GEC	:	Gujarat Ecology Commission
GHG	:	Green House Gas
GMI	:	Green Manufacturing Index
GoI	:	Government of India
GRI	:	Global Reporting Initiative
GSCM	:	Green Supply Chain Management Policy
GW	:	Giga Watt
HiWEL	:	Hole-in-the Wall Education Limited
HPCL	:	Hindustan Petroleum Corporation Limited
HT	:	High Tension
IBA	:	Important Bird Area
ICT	:	Information & Communication Technology
IDPs	:	Individual Development Plans
IEEE	:	Institute of Electrical and Electronics Engineers
IEL	:	Industrial Energy Limited
IGC	:	Investors' Grievance Committee
ILO	:	International Labour Organization
IPPAI	:	Independent Power Producers Association of India
IPPs	:	Independent Power Producers

JSPCB	:	Jharkhand State Pollution Control Board
JV	:	Joint Venture
KBAs	:	Key Behavioural Attributes
kg	:	Kilo gram
K-Hub	:	Knowledge hub
Km	:	Kilo meter
KRAs	:	Key Result Areas
KV	:	Kilo Volt
KW	:	Kilo Watt
LASER	:	Learn, Apply, Share, Enjoy & Reflect
LED	:	Learning Effectiveness & Development
LPG	:	Liquefied Petroleum Gas
LSHS	:	Low Sulphur Heavy Stock
MAP	:	Manager Assimilation Program
MCA	:	Ministry of Corporate Affairs
MCL	:	Marshal Corporation Limited
MD	:	Managing Director
MDGs	:	Millennium Development Goals
MDP	:	Manager Development Programme
MERC	:	Maharashtra Electricity Regulation Commission
MIS	:	Management Information System
MITRA	:	Meaningful Interaction for Transformation
MMU	:	Mobile Medical Unit
MNRE	:	Ministry of Non Renewable Energy
MoEF	:	Ministry of Environment & Forests
MoP	:	Ministry of Power
MoU	:	Minutes of Meeting
MPL	:	Maithon Power Limited
MU	:	Million Units
MW	:	Mega watts
MWh	:	Mega watt hour
NABARD	:	National Bank for Agriculture & Rural Development
NCES	:	Non-Carbon Emitting Sources
NEDs	:	Non-Executive Directors
NEERI	:	National Environmental Engineering Research Institute
NGO	:	Non Government Organization
NOx	:	Oxides of Nitrogen
NSC	:	National Safety Council
NSD	:	National Safety Day
NVG-SEE	:	National Voluntary Guidelines on Social Environmental and Economic
ODS	:	Ozone Depleting Substances

OHSAS	:	Occupational Health & Safety Assessment Series
PAPs	:	Project Affected Persons
PGCIL	:	Power Grid Corporation of India Limited
PLS	:	Playground Learning Stations
PM	:	Particulate Matter
PMS	:	Performance Management System
POSH	:	Prevention of Sexual Harassment
PPM	:	People Planning Meeting
PPP	:	Public Private Partnership
PRD	:	Performance Review Discussion
PV	:	Photovoltaic
R&R	:	Rewards & Recognition
RMC	:	Risk Management Committee
RMSC	:	Risk Management Sub-Committee
RO	:	Reverse Osmosis
ROCE	:	Return on Capital Employed
ROE	:	Return on Equity
SAC	:	Sustainability Advisory Council
SCs	:	Scheduled Caste
SDM	:	Strategy Deployment Matrix
SEBI	:	Securities and Exchange Board of India
SEZs	:	Special Economic Zone
SHGs	:	Self Help Groups
SHINE	:	Show How Individual are Nurtured and Evolved
SMS	:	Safety Management System
SO2	:	Sulphur Dioxide
SOPs	:	Standard Operating Processes
SPCB	:	State Pollution Control Boards
SPS	:	Structured Problem Solving
SSC	:	Safety Steering Committee
SSF	:	Side Stream Filtration
STs	:	Scheduled Tribe
STEP	:	Strategic Training for Employees Progress
STOP	:	Safety Training Observation Program
STP	:	Sewage Treatment Plant
TARANG	:	Technical Acumen Rejuvenation - Aspire, Nurture & Grow
TBEM	:	Tata Business Excellence Model
TCoC	:	Tata Code of Conduct
TEAM	:	Tata Electricity Account Mate
TMTC	:	Tata Management Training Centre
TPCDT	:	Tata Power Community Development Trust

TPDDL	Tata Power Delhi Distribution Ltd.
TPTCL	Tata Power Trading Company Ltd.
TQMS	Tata Quality Management Services
UK	United Kingdom
UMPP	Ultra Mega Power Project
UN	United Nation
UNGC	United Nation Global Compact
V	Volt
VRMG	Voluntary Retirement on Medical Ground
WBCSD	World Business Council for Sustainable Development
WILP	Work Integrated Learning Program
WRI	World Resources Institute
WSVS	Website Volunteering System

VI. GRI Application Level Check

		2002 In Accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared			Report Externally Assured		Report Externally Assured		☑
Optional	Third Party Checked							Assured by E&Y
GRI Checked								A+ GRI REPORT GRI CHECKED

The Report conforms to G3.1 guidelines with A+ Application Level as checked and confirmed by Global Reporting Initiative (GRI), The Netherlands

VII. Feedback Form

FEEDBACK FORM FOR SUSTAINABILITY REPORT 2012-13

We hope you enjoyed the opportunity to learn about us, and now we want to hear what you have to say. We value your suggestions to improve our performance.

1. Meeting your information requirements pertaining to Economic, Environment & Social performance
   - ☐ Excellent
   - ☐ Very Good
   - ☐ Good

2. Transparency & Openness in providing information on above issues in the report
   - ☐ Excellent
   - ☐ Very Good
   - ☐ Good

3. Quality of presentation, design & layout of the Report
   - ☐ Excellent
   - ☐ Very Good
   - ☐ Good

4. Suggest any other Material issues & areas to be covered in the next report?

   ____

   ____

5. Please provide your overall impressions and any general comments about the Sustainability Report 2012-13.

   ____

   ____

Name : ______________________________

Designation : ______________________________

Organisation : ______________________________

Contact Address : ______________________________

E-mail : ______________________________

Please email your feedback at sustainability.reporting@tatapower.com or write to:

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