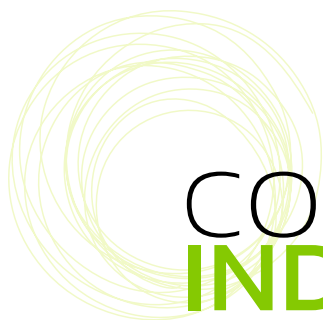


IT'S ALL ABOUT **LIFE**

SUSTAINABILITY REPORT 2010 - 12







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CEO's STATEMENT

"SERVING SOCIETY THROUGH SCIENCE - NOT ONLY DESCRIBES THE VALUE THAT COMPANY SEEKS TO DELIVER WHEREVER IT OPERATES AROUND THE WORLD, BUT ALSO, CONVEYS THE ESSENCE OF WHAT GUIDES THE FUTURE GROWTH AND DIRECTION WITH A STRONG FOUNDATION OF SUSTAINABILITY EMBEDDED ACROSS THE ORGANIZATION."



It gives me great pleasure to present the Sustainability Report 2010-12. This report is a voluntary disclosure of Tata Chemicals' efforts in creating a responsible and transparent organization that is responsive of both, the organizations and stakeholder's needs and expectations. This report has been independently verified by KPMG and follows the GRI G3.1 principles.

I am happy to state that the organization continues to support holistic growth where the interest of the society is of paramount importance. It is engaged in fostering sustainability and introducing climate change mitigation strategies into its operations, while continuing to build even stronger relationships with its stakeholders. Our sustainability policy continues to guide us in this endeavor.

Furthermore, a Sustainable Enterprise Strategy has been developed that envisages ensuring a larger proportion of its portfolio of offerings are produced from green / sustainable processes and supply chains. In fact, at the Company's Innovation Centre, started about 5 years ago, all new product ideas have to pass through a "green" screen. The Company's efforts in bioenergy through its association with JOil, Singapore and launch of water purifier Tata Swach are examples of its attempts to green our business offerings.

In order to embed the Corporate Sustainability (CS) Policy, CS Values & Goals into all processes and operations, and to have a clear framework for decision-making, we have created a formal CS structure within the organization. The Board of the company is actively involved in driving sustainability programs and providing strategic direction whilst retaining an oversight on sustainability at the enterprise level.

Recognizing the reality of sustainability as the core agenda for planet earth, we have embarked on a pan-company initiative on Climate Change. The Tata Climate Change Task force has a significant representation from Tata Chemicals to address two distinct sets of activities:

a	b
Measuring the Carbon Footprint of all major Tata companies and thereafter setting targets for reduction / containment, as appropriate.	Creating an abatement strategy for the Companies and looking at Climate Change also as an opportunity.

Tata Chemicals has assessed the carbon footprint of all its operations and is developing plans for reduction of carbon intensity of its products by 20% by 2020. We are also looking into carbon opportunity to create new businesses with offsets (e.g. Renewable energy, Biofuels, Nano coatings, Water, and Agricultural practices).

The company is now a global organization that has created a new set of challenges, principal amongst them is having effective integrations that ensure synergies across the enterprise. One of the key objectives of all the integration exercises has been to ensure that the Corporate Values of the Group are uniformly adopted by all and yet, at the same time, the uniqueness and individuality of each entity's culture is preserved and respected.

The Company's other major achievements include being awarded at different fora for Business Excellence, Responsible Care, Safety Management Systems, Environmental Sustainability, Corporate Social Responsibility and Corporate Communications.

Our plant operations are certified with ISO 9001, ISO 14001 and OHSAS 18001 and the Mithapur site has implemented Hazard Analysis Critical Control Points (HACCP) systems for the Bi-carb plant. The Company is signatory to UN Global Compact, Responsible Care - a voluntary global initiative of the chemical industry and demonstrates allegiance to governance, safety, health and environmental issues.

TATA CHEMICALS HAS ASSESSED THE CARBON FOOTPRINT OF ALL ITS OPERATIONS AND IS DEVELOPING PLANS FOR REDUCTION OF CARBON INTENSITY OF ITS PRODUCTS BY 20% BY 2020.

The three fatalities at our Mithapur and Haldia plant in the year 2011-12 have been a setback but has led to an introspection and a renewed emphasis on "Target Zero Injury", and "Cardinal rules of safety". Besides issuing Safety Guidelines and conducting safety training for non-plant locations, we have also instituted a process for identification and development of 'safety stewards' from among the contract employees. We have also introduced new monitoring measures based on the Du-Pont Safety system at all three sites of our operations in India.

We strongly believe that people are central to company's transformation, a growth agenda and a crucial enabler in its journey of becoming a truly responsible global citizen. In order to attract and retain talent, and invest in our employees a number of measures have been initiated. Employee development programs focusing on capacity building like competency mapping and 360 degree feedback are being implemented. Role specific talent development initiatives have been initiated across the organization.

Social Responsibility has been central to the Tata's core values for over a century. In Tata Chemicals, Corporate Social Responsibility programs extend well beyond compliance and incorporate some benchmark practices, now adopted by others within and outside the Group. The establishment of the Tata Chemicals Society for Rural Development (TCSR), Uday, Okhai and Tata Chemicals Golden Jubilee foundation emphasizes the company's commitment in this regard. Special focus on Affirmative action across the organization is ensuring that the socially backward communities are not left behind.

TCSR, over the past years has successfully created an impressive network spread over Gujarat, Uttar Pradesh and West Bengal, constantly endeavoring to further the TATA philosophy of good corporate citizenship. The programs are linked to the UN development goals targeting water, energy, species conservation and sustainable livelihoods. Our employees participate in these programs volunteering their skills, expertise and time towards achievement of difficult social goals under the banner of "HOPE".

We are committed to serve our customers with better & newer offerings. While most of the Company's existing products are in the maturity phase, a conscious attempt is continuously made to promote a culture of innovation & democratize it across the organization, so as to be able to maintain a healthy pipeline of new offerings. Some new offerings include the water purifier Swach, Double Fortified Salt and I Shakti pulses. The Innovation Center (IC) is one example of how this has been institutionalized. Another is the business model innovation currently taking place in the Crop Nutrition Business. Attention is being turned from merely selling fertilizers to improving soil health, educating farmers about better farming practices and assisting the farmers with better market access and price discovery, so that the Company also makes a contribution to the country's need for "inclusive growth" and helps to improve rural prosperity.

OUR VALUES AND OUR CULTURAL PILLARS GUIDE US IN THIS ENDEAVOR AND WILL HELP US BE BENCHMARKS IN WHATEVER WE DO. WE ARE COMMITTED TO BUILD AN ORGANIZATION THAT IS SENSITIVE, VIBRANT AND GEARED TOWARDS BUILDING A BETTER TOMORROW.

R Mukundan

MD - Tata Chemicals Limited

ABOUT THIS REPORT

We at Tata Chemicals have established a leadership system that has our values and cultural pillars at its core. The concept of proactively understanding and responding to the stakeholder needs is the first step in our leadership system and this helps drive the organization towards sustainable business practices.

This is the third report that is being put in the public domain by Tata Chemicals. This report covers the period 2010-2012 and is limited to India Operations. Though the details of the global operations and the subsidiaries/joint ventures are not included, TCL has, over these years, been working on establishing systems and processes that strengthen sustainability and stakeholder engagement across the geographies. We are working on including information from

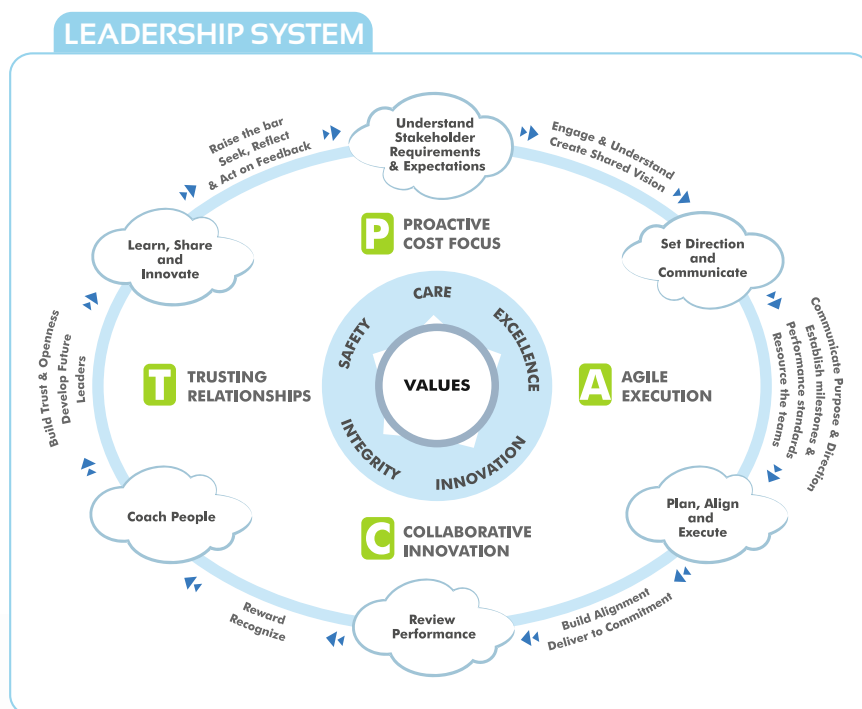
global operations and subsidiaries/joint ventures in a phased manner.

This report has been prepared using the Global Reporting Initiatives 2006 guidelines (GRI-G3.1) as per application level A. We have engaged KPMG for providing independent assurance. We plan to report every two years and provide an update on the progress every year on our website.

Additional information is available on our official website: www.tatachemicals.com

Information on earnings and financial data is based on the Consolidated Financial Statements of the Company as published in our Financial Report.

All Information is derived from official Tata Chemicals Limited documents.







ABOUT TATA CHEMICALS

Tata Chemicals Limited is a part of the US \$ 100 billion Tata Group. Established in 1939, TCL is currently the second largest producer of soda ash in the world with manufacturing facilities in India, UK, Kenya and USA. It is India's leading Crop Nutrients Player with its own manufacturing of Urea and Phosphatic fertilisers & a leading player in crop protection business through its subsidiary Rallis India Ltd. TCL is the pioneer and India's market leader in the branded, iodised salt segment & Tata Salt has been recognised as India's No. 1 Food Brand for more than five years reaching to over 60 million households in India. TCL has undertaken several key steps recently to leverage its expertise in sciences to develop high-tech and more sustainable products. It has set up the TCL Innovation

Centre in Pune to develop world-class R&D capability in the emerging areas of Nanotechnology and Biotechnology. TCL has also invested in a Centre for Agriculture & Technology (CAT) at Aligarh to provide advice on farming practices in general and crop nutrition practices & solutions in particular.

TCL has also acquired an equity stake in JOil (Singapore), a jatropha seedling company founded by Temasek Life Sciences Laboratory that will set up tissue culture labs in India and other locations to develop jatropha seedlings using micropropagation techniques.

The scope of this report is however limited to the India operations only. This report does not include subsidiaries and JV's.

Businesses

Tata Chemicals operates broadly in three sectors – Living Essentials, Industry Essentials and Farm Essentials. It is structured in order to address all major segments of consumers in society namely Household (Living Essentials), Industry (Industry Essentials) and the Farmer (Farm Essentials).

LIVING ESSENTIALS



The pillar of Living essentials covers products that are basic/essential to daily living e.g. salt, sodium bicarbonate or baking soda products, fresh produce and now water related products.

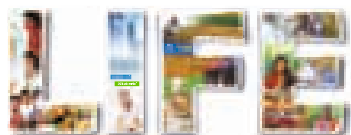
The Consumer Products Business comprises predominantly of Tata Salt, a branded iodised edible salt, Sodium Bicarbonate, Pulses and Water Purifiers among other offerings. The company has launched a new refined salt, I-Shakti. The special Tata Salt Lite caters to the niche market of low sodium salt users with 15% less sodium than ordinary salts. Topp Salt is a brand of edible salt created for export. I-Shakti, a cooking soda, used in the food industry is targeted to help the leavening of the consumers.

With a vision of making India Iron strong and eliminating the menace of Anemia, TCL introduced Tata Salt Plus – iron fortified iodized salt in early 2012. Tata Salt Flavoritz was introduced to bring an all new twist to the way people view an essential food ingredient - salt.

To meet the challenge of providing safe drinking water to India's population, TCL, launched 'Tata Swach' in December 2009 – a unique, innovative and low-cost water purifier that combines low-cost ingredients such as rice husk ash with nanotechnology.

Tata Chemicals organisation structure

SEGMENT
BUSINESS
KEY PRODUCTS / SERVICES



Living, Industry and Farm Essentials.

India depends heavily on pulses as its staple food. Extending the I-Shakti brand from salt to other food essentials, TCL unveiled India's first national brand of pulses – 'I-Shakti Dals' and has launched 4 popular varieties of pulses in the Indian market in December 2010.

INDUSTRY ESSENTIALS



The second pillar, Industry essentials, consists of products that are essential raw materials required for key industries such as glass, detergents, mining and chemical processing. TCL's journey as a soda ash manufacturer began in Mithapur, on the western coast of Gujarat. For many years, the synthetic soda ash plant at Mithapur represented the sum total of TCL's soda ash manufacturing activities. In 2006, TCL's soda ash capacity took a significant leap when it acquired the UK-based Brunner Mond Group, (now Tata Chemicals Europe Limited) one of the world's leading manufacturer of soda ash and sodium bicarbonate. Through this

acquisition, manufacturing facilities in Northwich and Winnington, UK and Lake Magadi, Kenya joined the TCL fold. In early 2008, TCL successfully completed the acquisition of US-based General Chemicals Industrial Products (GCIP) (now Tata Chemicals North America) thereby gaining access to some of the world's largest recoverable trona ore deposits which can be very economically converted into soda ash at GCIP's plant in Green River, Wyoming. The acquisition of GCIP increased TCL's soda ash capacity to around 5 million tonnes per annum. Moreover, about 60% of this capacity is based on natural soda ash units at Wyoming and Lake Magadi. The company has recently invested in Natronx, a tripartite joint venture in the US with Church & Dwight Company and FMC Corporation that will focus on environment products for climate change. The new company will make and sell sodium-based, dry sorbents for air pollution control in an emerging market. Recent acquisition of 1/3 stake in EPM Mining Ventures, Canada, is another step towards being a natural resource player. TCL's customer base now encompasses some of the world's leading and recognizable companies such as Procter & Gamble, Unilever, Church & Dwight, Saint Gobain, Pilkington, Asahi, Owens Illinois, Guardian, PPG, Vale and Xstrata.



LIVING
ESSENTIALS
(B2C)

CONSUMER
PRODUCTS

SALT, COOKING SODA, WATER
PURIFIER, PULSES

FARM ESSENTIALS

Inputs needed to improve productivity of the farm as a whole e.g. fertilizers, pesticides, specialty nutrients, seeds, agri-services and crop protection constitute the third pillar of TCL. The Crop Nutrition and Agri-Business has its presence across all the three key agro-nutrients; viz. nitrogen (N), phosphorus (P) and potassium (K). While the nitrogenous fertilizer, Urea, is manufactured at Babrala in the state of Uttar Pradesh at one of the industry's most efficient plants, Phosphatic fertilizers DAP and complexes are manufactured at Haldia in West Bengal in eastern India and MOP is imported. To secure the raw material supply of phosphatic rock for its Haldia plant, in 2005 TCL acquired an equal partnership in the Moroccan company Indo Maroc Phosphore S.A. (IMACID), along with Chambal Fertilisers and the global phosphate major, OCP of Morocco. The company also helps small farmers enhance the yield from their land by providing end-to-end solutions through its network of Tata Kisan Sansars (Tata Farmer Centres) in the states of Uttar Pradesh, Punjab, Haryana, Uttarakhand,



West Bengal, Bihar and Jharkhand. The centers are one-stop resource centers; they stock seeds, pesticides and fertilizers; lease out farm equipments and implements to farmers who cannot afford to buy expensive modern machinery; provide agronomy services like soil testing and mapping and fertilizer testing; facilitate credit finance, arrange crop insurance and even provide buyback facilities. Through Rallis, its subsidiary, TCL looks into enhancing value creation as well as

accessing business synergies in the agri-inputs sector — crop nutrition and crop protection. Currently, TCL is a dominant player in the crop nutrition segment. Rallis has a leadership position in the Indian Crop Protection industry; and has acquired a majority stake in Metahelix Life Sciences – a leading seeds research and marketing organisation; this will strengthen its presence in farm inputs sector.

For more information on our products visit our website:
www.tatachemicals.com



INDUSTRY ESSENTIALS (B2B)

BULK CHEMICALS

SPECIALTY CHEMICALS

SODA ASH, BICARB, OTHERS



FARM ESSENTIALS (B2F)

CROP PROTECTION

CROP NUTRITION

SEEDS

OTHER AGRI INPUTS & SERVICES

PESTICIDES

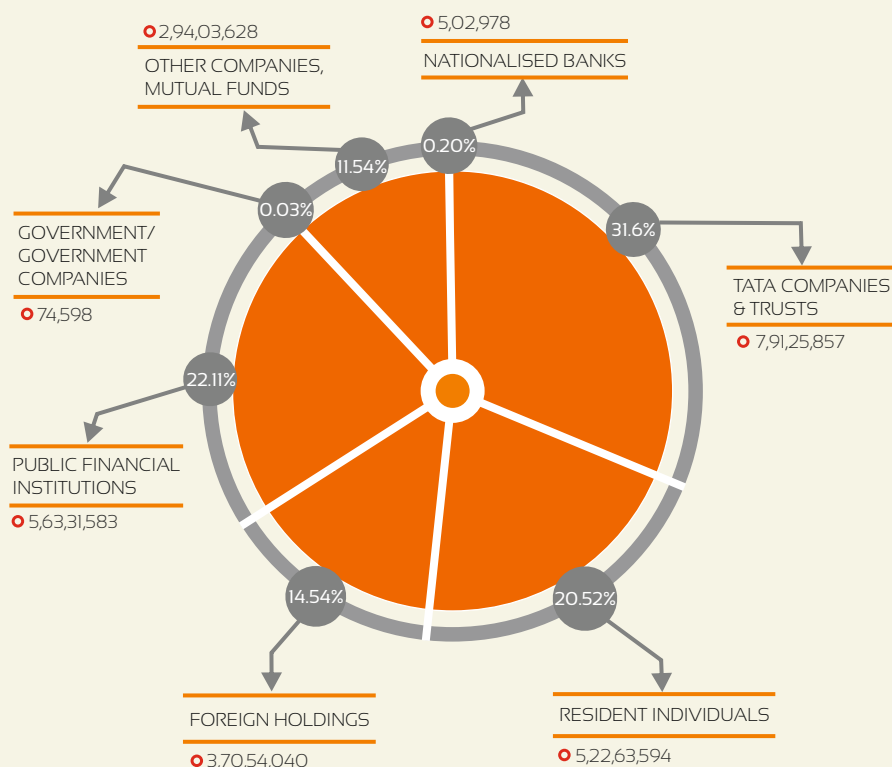
BULK & SPECIALTY FERTILIZER, PGN

SEEDS

FARM SERVICE EQUIPMENT

NATURE & OWNERSHIP

Tata Chemicals Limited, a company registered under Indian Companies Act, 1913, is a widely held Company. The shareholding pattern is depicted in the following charts:



○ No. of Shares

Total No. of Shares **25,47,56,278**

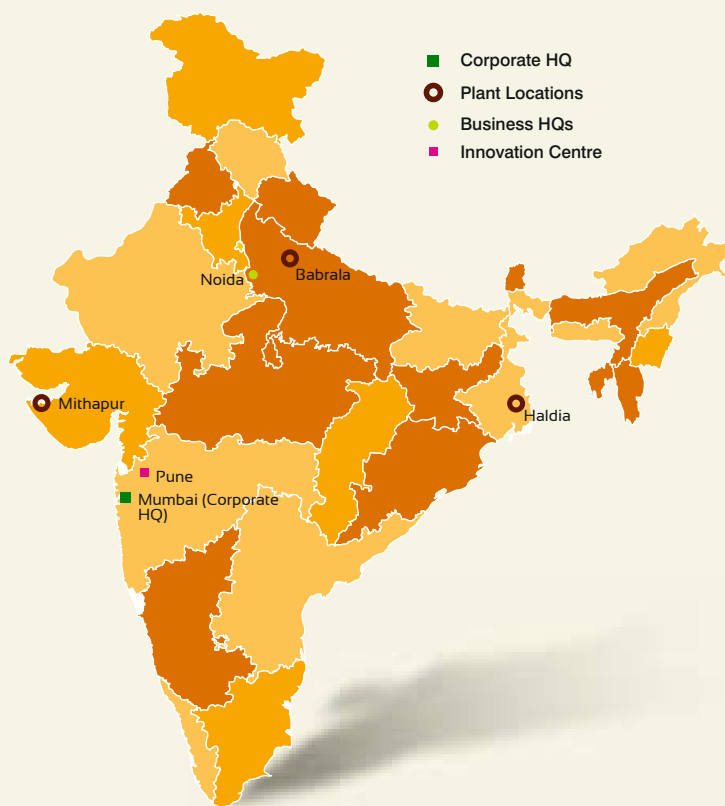
As on March 31, 2012 TCL had **4746 employees, 3176 in India and 1576 overseas.**

"Our consolidated shareholder funds for the reporting period as on 31st March 2011 and 31st March 2012 were Rs. 5,452 Crs and Rs. 6,418 Crs, while shareholder funds for

standalone Indian operations were Rs. 4,741 Crs & Rs. 5,017 respectively. Total consolidated sources of funds amounted to Rs. 11,776 Crs As on 31st March 2011 and Rs. 14,029 Crs as on 31st March 2012, while sources of funds for India operations were Rs. 7,876 Crs and Rs. 8,473 Crs respectively."

Distribution of Shareholding as on March 31, 2012

Sr. No.	Range of Holding	No. of Shares	Amount (Rs.)	% to Capital	No. of Shareholders	% to Shareholders
1	1 TO 500	2,03,17,472	20,31,74,720	7.98	1,80,571	89.58
2	501 TO 1000	84,45,029	8,44,50,290	3.31	11,334	5.62
3	1001 TO 2000	78,91,163	7,89,11,630	3.10	5,505	2.73
4	2001 TO 3000	42,54,517	4,25,45,170	1.67	1,710	0.85
5	3001 TO 4000	26,24,844	2,62,48,440	1.03	742	0.37
6	4001 TO 5000	20,62,855	2,06,28,550	0.81	451	0.22
7	5001 TO 10000	52,00,188	5,20,01,880	2.04	744	0.37
8	Above 10000	20,39,60,210	2,03,96,02,100	80.06	521	0.26
	TOTAL	25,47,56,278	2,54,75,62,780	100.00	2,01,578	100.00



Registered Office:

Tata Chemicals Limited Bombay House
24 Homi Mody Street Fort, Mumbai 400 001

Tel: (022) 6665 8282 Fax: (022) 6665 8143 / 44

Write to: Mr. S. G. Choudhary,
Chief Technology and Sustainability Officer.

sustainability@tatachemicals.com

corporate_communications@tatachemicals.com

For more information, visit our website:

www.tatachemicals.com

AU-02: Our Indian Footprint

TATA CHEMICALS GROUP AT A GLANCE





OUR ECONOMIC PERFORMANCE

Over a period since its establishment, Tata Chemicals Ltd (TCL) has expanded its horizon to be a global company with interests in Chemicals, Crop Nutrition & Consumer Products & serves diverse set of customers across different continents. Financial Year 2010-11 & 2011-12 witnessed challenging macro economic situation arising from eurozone crisis, sharp increase in foreign exchange rates, uncertain economic policy, etc. asserting additional burden on bottom line. Overall economic performance is discussed here as under.



FINANCE AND VALUE - BASED MANAGEMENT

In the year 2010-11, total income (excl. non-operating income) increased by Rs. 856.46 crores. In the year 2011-12, total income (excl. non-operating income) increased by Rs. 1,654.42 crores.

SALES

In 2010-11, sales rose by 15% compared with the previous year to Rs. 6,225.27 crores and during 2011-12 rose by 27% compared with the previous year to Rs. 7,912.63 crores.

PROFIT BEFORE TAXES

Compared with the previous year, profit before taxes fell by Rs. 29.43 crores to Rs. 558.70 crores in 2010-11 and rose by Rs. 205.65 crores to Rs. 764.35 crores in 2011-12. Beside this, the return on capital employed as a percentage of profit before tax (plus interest) was 15.9% in FY 2010-11 and 20.7% in FY 2011-12.

EARNINGS PER SHARE

Earnings per share (basic) in 2010-11 were Rs. 16.32 and in 2011-12 were Rs. 23.03 compared with Rs. 18.38 in the year 2009-10.

APPROPRIATION OF PROFIT

In the year 2010-11 TCL achieved a profit after tax of Rs. 408.49 crores (lesser by 6.0% as compared to PY). Including profit carried forward from 2009-10 of Rs. 1,869.33 crores, profit retained was Rs. 1,943.42 crores. At the 72nd Annual General Meeting on August 09, 2011 the shareholders approved a dividend payment of Rs. 10 per qualifying share. The total dividend payable (including dividend tax) on qualifying shares, as of March 31, 2011 for the financial year 2010-11 was Rs. 293.55 crores.

In the year 2011-12 TCL achieved a profit after tax of Rs. 586.60 crores (higher by 43.6% as compared to PY). Including profit carried forward from

2010-11 of Rs. 1,943.42 crores, profit retained was Rs. 2,178.99 crores. At the 73rd Annual General Meeting on August 22, 2012 the shareholders approved a dividend payment of Rs. 10 per qualifying share. The total dividend payable (including dividend tax) on qualifying shares, as of March 31, 2012 for the financial year 2011-12 was Rs. 292.77 crores.

BALANCE SHEET STRUCTURE

In the year 2010-11 our total assets increased by Rs. 564.03 crores due to increase in current assets as compared to PY. Inventories increased by Rs. 85.11 crores to Rs. 696.30 crores as a result of the expansion of business. Trade accounts receivable was Rs. 724.48 crores (as compared to PY of Rs. 581.60 crores). On liability side, share capital is increased by Rs. 11.50 crores due to preferential issue of 1.15 crores equity shares to Tata Sons Limited (the promoter entity).

In the year 2011-12 our total assets increased by Rs. 1,379.05 crores due to increased current assets as compared to PY. Inventories increased by Rs. 556.92 crores to Rs. 1,253.22 crores. Trade accounts receivable was Rs. 1,485.83 crores (as compared to PY of Rs. 724.48 crores). On liability side, current liabilities increased by Rs. 1,523.96 crores mainly due to current portion of ECB classified as current liability. However, long-term borrowings decreased by Rs. 383.88 crores to Rs. 2,202.57 crores.

NET CASH

From operating activities at Rs. 424.26 crores has decreased in 2010-11 significantly as a result of increase in inventories, trade & other receivables and again decreased in 2011-12 to Rs. 340.73 crores because of decrease mainly in inventory level.

STATEMENT OF CASH FLOWS

In 2010-11, net cash used in financing activities was Rs. 93.48 crores and in 2011-12, net cash used in financing activities was Rs. 336.93 crores.

In 2010-11, net cash used in investing activities was Rs. 244.67 crores and in 2011-12, net cash generated from investing activities was Rs. 89.29 crores.



EMPLOYMENT BENEFITS

An employee relies on future benefits such as the pension plans of the organization in which they work. Our employees are covered through various employee benefits plans that includes provident fund, pension schemes, gratuity, superannuation etc. Total contribution to provident fund and other funds was Rs. 18.42 crores for year 2011-12 and was Rs. 15.68 crores for year 2010-11. Other benefits provided to employees are detailed in "Our People" section.

Wages to be offered to an employee are mentioned in respective State Factory Rules. We have fixed minimum entry-level wage as the full time wage offered to an employee in the lowest permanent employee category. During the year 2011-12 Rs. 239.75 crores were incurred over payment and provision for employees (16% higher as compared to PY) and in 2010-11 Rs. 207.38 crores were incurred over payment and provision for employees (1% higher as compared to PY).

LOCAL SUPPLIER AND EMPLOYMENT

Being an equal opportunity provider, organisation has a diverse workforce in the management cadre and there is no specific practice of preferring local residents for the management cadre in specific locations of operations. Same principle of equal opportunity is applicable to selection of suppliers too irrespective of local or not. Here local supplier is the one where there is no trans-national payment involved. All suppliers of material or services are selected based on selection criteria defined in the Vendor Qualification Form. Key selection criteria are confirmation of regulatory, legal compliance, availability, cost and quality of materials supplied, OEM Suppliers, ISO Certifications, etc. However in both the cases preference is given to the local candidate, all other criteria being equal.

GOVERNMENT SUBSIDY

In the year 2010-11 & 2011-12, total sum of Rs. 2,376.73 crores & Rs. 2,841.04 crores respectively accrued towards subsidies for our fertiliser business.

INDIRECT IMPACT

Besides direct employment generation in our areas of operations, we also indirectly impact opportunities for income generation. Ancillary activities such as: civil and other contract workmen, transporters, goods and services that service these people etc. provide livelihoods to thousands of people.

We are also equally concerned with the overall upliftment of the nearby community especially the underprivileged.

Further details are available in the "Community Support" section.






STAKEHOLDER ENGAGEMENT

Tata Chemicals has over the years identified its various stakeholders based on the value chain analysis and it engages and communicates with the stakeholders using formal and informal modes through a stakeholder communications process that includes both one way and two way communication. Frank two way communication is encouraged by following different modes of communication that is appropriate for the given stakeholder category. These include open dialogues, surveys, feedbacks, one on one meetings, stakeholder senior leaders meets etc. A comprehensive list of all engagement methods is shown in Fig. SE-01.

These communication methods are used to communicate on the company's ethics, code of conduct, key decisions, and plans ahead. These are also platforms through which stakeholders can raise their concerns and expectations.

Shareholders / Investors	Annual General Meeting (AGM), Report to shareholders, Investor/Analysts meets, Annual report, Quarterly results, Media releases, Company website, Report to Stock exchange
Customer	Distributor / Direct customer Meets, Sr. leaders Customer Meets, Customer plant visits, KAM Workshops, Membership in Trade Organizations/Associations, Complaints management, VOC surveys, Focus group discussions
Suppliers, Partners	Suppliers meets, Supplier plant visits, Partnership meetings, MOU agreements, Trade Association meets/seminars, Bhagidari Sabha, Vendor & Supply chain surveys
Government	Advocacy meetings with Government and Ministries, Seminars, Conferences, Senior leadership representation in Government communications, Media releases, Industry forums
Employee	Senior leaders' communication/talk, Goal setting & Performance Appraisal meetings, Exit Interviews, Arbitration/Union meeting, Employee Engagement Survey, Q12 workshop, Multirater feedback, Review fora, Email updates, Intranet, Websites, Poster campaigns, house magazines, Circulars, Theatre workshops (Oorja)
Community/ Society	Community meetings/visits, Location head's meet, Community projects, Volunteerism, Media briefings/Press releases, Websites, Sustainability/UNGC report, CDP

SE-01 Stakeholder engagement methods



SUSTAINABILITY @ TATA CHEMICALS: STRATEGY

Over the years Tata Chemicals has continued to ensure that sustainability is at the core of its business strategy. Our Mission **“Serving Society through Science”**, our values Care, Excellence, Innovation, Integrity, Safety, and our vision that revolves around the stakeholder approach emphasizes a greener tomorrow and inclusive growth.



WE ARE A MULTI-PRODUCT AND MULTI-LOCATION ENTERPRISE AND ARE INVOLVED IN THE MANUFACTURE OF **LIFE** i.e. LIVING, INDUSTRY AND FARM ESSENTIALS. OUR SUPPLY CHAIN AND ACTIVITIES HAVE THE POTENTIAL TO SIGNIFICANTLY IMPACT ECONOMIC, ENVIRONMENTAL AND SOCIAL SYSTEMS.

As issues are interconnected, changes in one part impact others across the value chain. Our effort is to systematically understand sustainability aspects of the various stages of our value chain and increase stakeholder engagement to identify opportunities that meet 'essential needs' relating to economic, environmental and social aspects.

The current challenges faced by us are:

- Asset heavy business, with ageing technology/equipment at select sites
- Leveraged balance sheet/finance for growth
- Inability to meet growing volume demands in relevant markets due to capacity constraints - plant capacity (soda ash and salt) and availability of raw materials (fertilizers)
- Talent Management - attraction and retention
- Leveraging IT for business, data management structures and processes
- Succession management, key role personnel planning
- Threat of double dip recession, demand contraction
- Increased stringency in environmental activism; tightening regulatory norms
- Energy/raw material security and cost

We support the precautionary principle as defined in principle 15 of the Rio Declaration. As a responsible corporate citizen, we continue to use a well defined process "Enterprise wide Risk Management process" to assess and manage risks in the face of uncertainties and challenges.

Enterprise Risk Management

Framework at TCL covers all business units, subsidiary operations and includes risk identification, measurement and control, and reporting and review. This ensures that major business risks & opportunities are given due importance in the overall organizational governance. It helps to drive the sustainability strategy

and actions and considers all aspects including leadership, people-numbers and skill-sets, facilities, plant & machinery and stakeholder expectations that are material to achieving business objectives – which include the sustainability objectives as per the enterprise BSC.

Enterprise risks are reviewed in detail by the Management committee and by the Audit Committee of the Board every quarter. Risk owners present status updates on their mitigation plans.

Some of the major risks and opportunities identified are :

- Continued Recessionary Pressure (linked to the sustainability challenge regarding global demand destruction & double dip recession): Though markets & economies have begun to recover from the unprecedented turmoil witnessed in the previous years, financial constraints in USA and Europe coupled with low demand for agri inputs in India has aggravated the situation. TCL has initiated actions through Lean Six Sigma projects and Project Energize to counter these risks.
- Financial Risks (linked to protecting the financials of the company from fluctuations in currency rates): This risk came to the fore in the recent scenario of depreciation of INR Vs USD. Volatility is now considered to be the new normal. TCL has elaborate Treasury policy to see that foreign exchange exposures are within prescribed limits and the use of foreign exchange forward contracts is resorted to judiciously. We have a separate Risk Management Committee which monitors & helps mitigate our currency and interest rate risks.
- Energy/Raw Material Security and Cost (linked to the sustainability challenge of securitization of raw materials/energy at right costs): TCL has undertaken salt expansion, SSP debottlenecking, US expansion, E&M stake buy to ensure continuously preferential access to low cost raw material.
- Community expectations (linked to challenge of provision of livelihood option independent of Tata Chemicals in areas of operation): As Tata Chemicals is becoming a leaner organization, its capacity to provide new employment opportunities has reduced, leading to a mismatch with the community expectations. Tata Chemicals has taken up key projects on livelihood generation in its area of operations by skill building, entrepreneurship development, supporting in sales and marketing through Okhai.
- People and Talent (linked to the sustainability challenge of attracting and retaining of right skillsets for the operations and growth plans): Attracting and retaining talented employees is core to our success. TCL has over the years embarked on several "people initiatives" to enhance the environment and help employees achieve their personal and professional goals. Work-life balance is consciously pursued. TCL's performance appraisal systems are well integrated to our business objectives and help bring out the best in individuals. Investment in employees through training are constantly made to ensure we equip our employees for challenges in their roles.
- Safety and Environment related risks (linked to the changes in climatic conditions (erratic rainfall) affecting operations, rising expectations from key stakeholders and tightening regulatory norms regarding safe and environment friendly operations): TCL is conscious of its strong corporate reputation and the positive role it can play by focusing on social and environmental issues. Towards this, the Company has set very exacting standards in safety, ethics and environmental management. The Company continues to recognize the importance of safety and environmental issues in its operations and have established comprehensive indicators to track performance in these areas. TCL values the safety of its employees and constantly raises the bar in ensuring a safe work place. It has taken up projects to map its energy and water footprint and create sustainability action plans. Its Dharti Ko Arpan program specifically targets environment conservation programs.

Our strong customer relationships, manufacturing excellence, global customer base, community equity/trust and support, strong corporate brand (Tata and Tata Salt) and ability to build strong product brands (TKS, Paras) strong domestic and international sales network, preferential access to raw materials and a committed workforce are our key strategic advantages that helps us to effectively address the challenges.

Moving ahead, as we continue to respond to the changing and emerging needs of our stakeholders, our Innovation Centre in Pune is working on cutting edge technologies and emerging areas of nanotechnology and biotechnology to provide us means to be an even more green and clean organization.

DRIVERS OF SUSTAINABILITY

During the previous years, we had improved our engagement process to include structured engagement by a third party (SustainAbility) on assessment of sustainability concerns leading to the establishment of the materiality map.

Structured interviews and focus group discussions were held with both internal & external stakeholders. Approx. 20 external stakeholders were a part of this process. Tata Chemicals identified both

the business drivers and sustainability concerns. 8 issues and 30 sub issues were identified which were further shortlisted. (Fig SS-01)

Issue	Sub-issue
Corporate Governance	Ethics, Fair Competition
Employment Practices	Training Safety
Resource Usage	Energy efficiency Water usage/Management Renewable/Fossil fuels
Waste and Emissions	Accidents/Spills Emissions/discharge – solids, liquids, gases
Supply Chain	Sustainability performance
Customer Services	Product performance, Safety
Community Development	Benefits

Fig SS-01 Identified issues

Fig SS-02 Details of the business case matrix linking the sustainability and business drivers

Sustainability drivers	Licence to operate	Brand value and reputation	Quality of human resources	Resource efficiency	Market access and revenue growth	Access to capital	Legal action
Business success Drivers							
Business Ethics	High Impact	High Impact	High Impact	Medium Impact	High Impact	High Impact	High Impact
Training	Low Impact	High Impact	High Impact	High Impact	High Impact	Low Impact	High Impact
Safety	High Impact	High Impact	High Impact	Medium Impact	High Impact	High Impact	High Impact
Accidental Spills	High Impact	High Impact	High Impact	Medium Impact	High Impact	Low Impact	High Impact
Energy Efficiency	Low Impact	High Impact	Medium Impact	High Impact	Medium Impact	High Impact	High Impact
Water Consumption	High Impact	High Impact	Medium Impact	High Impact	Medium Impact	Medium Impact	High Impact
Renewable Energy	High Impact	High Impact	Medium Impact	Medium Impact	Medium Impact	Medium Impact	High Impact
Environmental Performance of Suppliers	Low Impact	High Impact	Medium Impact	High Impact	High Impact	Medium Impact	High Impact
Waste and Emissions (solid/liquid/gaseous)	High Impact	High Impact	High Impact	High Impact	Medium Impact	Medium Impact	High Impact
Product Performance, Safety	Low Impact	High Impact	Medium Impact	Medium Impact	High Impact	High Impact	High Impact
Community Engagement	High Impact	High Impact	High Impact	Medium Impact	Medium Impact	High Impact	Medium Impact

○ Very low or no impact

○ Low Impact

○ Medium Impact

○ High Impact

The business case matrix is the basis for TCL's materiality map that clearly identifies the key material themes. Fig SS-03

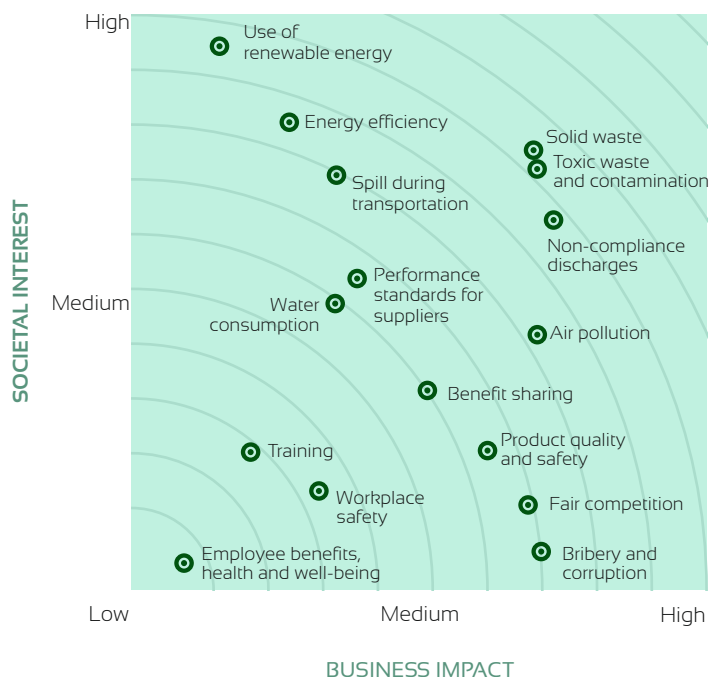


Fig SS-03 Materiality map

Sustainability Review

Tata Chemicals reviews the strategic objectives and the performance against targets and revisits the same every year as part of strategic planning process. Long-term goals for sustainability are included in the long term strategy planning process of the organization to cover the various materiality aspects outlined above. All issues related to the economic, environmental and social aspects are reviewed across the organization. At the locations, the review forums include the environment steering committee, safety steering committee, HR council review, Apex quality council review, SBU council review and at the corporate level these are reviewed at the EXCOM, CSSGM and TCSR board meetings. Sustainability goals linked to material concerns and the current status on these are shown in the Table SS-05

The material sustainability issues identified as we move forward are as follows:

Issue	Sub-issue	Achieved through
Waste (solid/liquid)	Solid waste, toxic waste, contamination, discharges, spills	Measurement Life cycle assessments Sustainable investments
Climate change and GHG emissions	Air discharges Use of renewable	Measurement Life cycle assessments Sustainable investments
Water and energy consumption	Energy consumption Water consumption	Measurement Life cycle assessments Sustainable investments
Employee investments	Safety and health	Training
Supply chain performance	Safety and health Other conditions of work environment	Training technical/ financial support Life cycle assessment
Community development	Benefit sharing Social investments	Infrastructure Livelihoods

↑
Cross-cutting issue:
Governance and reporting
↓



Fig SS-04 Material sustainability issues

Table SS-05 Sustainability goals linked to material concerns and the current status

Area	Objectives	Current status/actions taken
WASTE	Reduce solid waste discharge to levels achievable by adopting best practices to reach zero process solid waste at facilities	<ul style="list-style-type: none"> All salt from salt pan is fully utilized in process and by sale to other consumers. Gypsum generated is also sold to various consumers making the salt pans zero solid waste facility. Bittern which is generated during process is utilized for manufacturing of bromine Fly ash is only generated at captive power plant of Chemical Works, Mithapur and is completely utilized for PPC, masonry cement and other construction activities Process for utilizing effluent solids from soda ash is established for consumption in manufacturing of cement and has reached the level of 32.75% and we are targetting 100% utilization before 2018 In urea facility all waste urea is recycled within urea manufacturing process At Haldia gypsum generated from phosphoric acid production is sold to cement manufacturing industries Valid permissions for reutilizing hazardous waste in to processes has been granted by CPCB for Sulphur sludge and ETP sludge at Haldia
	All packaging material either to be recyclable or reusable; where not possible, arrangements made for their collection and safe disposal	<ul style="list-style-type: none"> About 95% outer bags (salt) reutilised/recycled Pilot for collecting used packages and recycling, conducted in Mumbai though scalability remains concern, hence yet to start at mass scale Reduction in packaging waste (salt) 10% (FY 11-12 0.41%, YTD 12-13 0.37%)
GHG Emissions	To reduce carbon intensity of total products together by 20% by 2020 over the baseline of 2007-08	All locations have developed Carbon Management Plan. We are responding on Carbon Disclosure Project and benchmarking alongwith other respondents. Though our current level is 7% higher than 2007-08 we are confident that our Carbon Management Plan will help us to achieve the 2020 objective
	Maximise usage of energy from renewable sources	Wind mills are installed and wind power is wheeled to state electricity grid supply. TCL has also supported Tata Power for installing and commissioning of 25 MW Solar PV Power plant at Mithapur. Biomass in the form of rice husk, peanut shell is incorporated along with coal at Haldia
	Carbon emission reduction would be a key selection criteria while upgrading technologies and selecting new technologies	Expansion of Vaccum Salt plant at Mithapur and SSP at Haldia are examples of expansion in lower footprint products. Strategic exit from STPP manufacturing resulted in significant reduction of GHG emissions (about 50% of 2007-08 emissions) for Haldia. All new business development takes into consideration carbon intensity
Water and Energy Conservation	Reduce specific energy and water consumption to below comparable global benchmarks and best achieved in the past	<p>For urea production currently we are achieving best amongst Indian fertilizer industries and comparable plants outside India. Following actions to be taken during ATR at Babrala:</p> <p>Replacement of catalyst tubes, Replacement of catalysts of pre reformer, Primary reformer, MT Shift. Replacement of second syn convertor with improved design, Replacement of syn loop cooler with duplex tubes, Cleaning of WHS coils with dry ice, Provision of backflushing system for major CW exchangers.-</p> <p>With these actions the energy is expected to be about 5.2 Gcal/MT and water consumption to be 4.9 KL/MT.</p> <p>Action plan is chalked out at Babrala and Mithapur to meet the PAT targets</p>

	Reduce water and energy consumption in usage of products through product design and promotion of better usage practices	<ul style="list-style-type: none"> Achieved reach of 3000 households for Tata Swach under Swach Jal mission Mission Jal project is being finalized to promote better use of water in agriculture
Employee Investments	Create an environment that fosters employee well-being, achievement, innovation, learning, teamwork and ensures safety & health and minimises attrition rates	<p>Safety & Health results</p> <ul style="list-style-type: none"> Fatalities: 0 in 10-11, 3 in 11-12 TRIR (per 2.0 Lakh man-hrs): 0.21 in 10-11, 0.36 in 11-12 LTIR (per 2.0 Lakh man-hrs): 0.11 in 10-11, 0.22 in 11-12 OHI: No incidents were reported Employee engagement in the year 2010-11 was 4.08. The survey was not undertaken in the year 2011-12 Attrition overall 5.3%, 9% for management
Supply Chain Performance	Establish social & environment standards (covering safety, working conditions, skill, well-being, GHG and other emissions, water/energy consumption) for supply chain (workers, material, transportation, etc.). Ensure compliance of these amongst key suppliers	<ul style="list-style-type: none"> Establishment of standards and implementation with key suppliers (packaging material) at Babrala No Major NC (1 minor NC found at Boisar) for pilot audit at one CFA. Rake Coefficient is at 95% for Tata Salt YTD Assessment process on sustainability indicators established. Assessment of key suppliers initiated with CPB & Chemicals Babrala got certified for RC 14001 and Haldia will be audited in FY 12-13
Society/Community	Investments will be made in sustainable and "marketable" livelihoods impacting all communities in the core command area. Be recognised as the leader in community development amongst Indian companies in terms of coverage and impact	<ul style="list-style-type: none"> Tata Corporate Sustainability Protocol Index: 735 on a scale of 1-1000 Community Satisfaction Index: 4.2 on a scale of 1-5



GOVERNANCE COMMITMENT

BOARD OF DIRECTORS

Composition

The Board has a combination of Executive and Non-Executive Directors and is in conformity with Clause 49 of the Listing Agreement entered into with the stock exchanges in which the Company's shares are listed.

None of the Directors on the Board is a Member of more than 10 Committees and Chairman of more than 5 Committees (as per Clause 49(I)(C)(ii)) across all the companies in which he is a Director. All the Directors have made the requisite disclosures regarding Committee positions held by them in other companies.

The composition of the Board as on March 31, 2012 are shown in Annexure.

All the Board Members are male and the Company does not have any female director or Minority Director. (For more information refer pages 63 and 64 of the Annual Report 2011-12).



1. AUDIT COMMITTEE:

Composition of the Audit Committee as on March 31, 2012 (Page No. 67)

Terms of Reference:

- Integrity of the Company's financial statements together with any significant financial reporting judgements contained in them and adherence to Accounting Standards.
- Company's financial reporting process.
- Company's compliance with the legal and regulatory requirements and the Tata Code of Conduct (TCoC).
- External Auditors qualification and independence.
- Performance of the Company's external auditors and the Internal Audit function.
- Adequacy of the Enterprise Risk Management Process.
- Adequacy and reliability of the internal control system.

The Managing Director, Executive Director & CFO, External Auditors and Head - Internal Audit and Risk Management and Controller attend and participate at all meetings of the Committee. The Committee from time to time also invites such of the executives, as it considers appropriate, to be present at the meetings. (For more information refer pages 65 and 66 of the Annual Report 2011-12)

2. REMUNERATION COMMITTEE:

Composition of the Remuneration Committee as on March 31, 2012 (Page No. 67)

Terms of Reference:

The role of the Remuneration Committee is to review market practices and to decide on remuneration packages

applicable to the Managing Director and the Executive Director & CFO and retirement benefits to be paid to them under the Retirement Benefit Guidelines approved by the Board. During the course of its review, the Committee also decides on the commission of the Directors and/or other incentives payable, taking into account the individual's performance as well as that of the Company. (For more information refer pages 66 to 68 of the Annual Report 2011-12)

3. SHAREHOLDERS'/INVESTORS' GRIEVANCE COMMITTEE:

Composition of the Shareholders'/Investors' Grievance Committee as on March 31, 2012 (Page No. 67)

Terms of Reference:

- To look into redressal of investors' complaints and requests such as transfer of shares/debentures, non-receipt of dividend, annual report etc.
- Based on the report received from the Company's Registrars, the number of Complaints received from shareholders comprises of correspondence identified as complaints i.e. letter received through statutory/regulatory bodies and letter pertaining to fraudulent encashment.

(For more information refer page 68 of the Annual Report 2011-12)

4. EXECUTIVE COMMITTEE OF THE BOARD:

Composition of the Executive Committee of the Board as on March 31, 2012 (Page No. 67)

Terms of Reference:

- To periodically review the ongoing capital expenditure and the investments made by the Company.
- To examine new proposals for investments from the stand point of their business and financial impact.
- To formulate the future strategic direction and business development of the Company.

In addition to the above terms of reference for this Committee, the Committee is expected to review the following items before they are presented to the Board:

- The Business and strategy of the Company.
- 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 maybe decided by the Board.

(For more information refer page 69 of the Annual Report 2011-12)



5. NOMINATION COMMITTEE:

Composition of the Nomination Committee as on March 31, 2012 (Page No. 67)

Terms of Reference:

- To make recommendations to the Board regarding the composition of the Board.
- To identify Independent Directors to be inducted to the Board from time to time.
- To take steps to refresh the composition of the Board from time to time.

6. ETHICS AND COMPLIANCE COMMITTEE:

Composition of the Ethics and Compliance Committee as on March 31, 2012 (Page No. 67)

Terms of Reference:

- To set forth policies relating to and oversee the implementation of the Insider Code.
- To take on record status reports prepared by the Compliance Officer

detailing the dealings in Securities by the Specified Persons and their dependants on a monthly basis.

- To decide penal action in respect of violation of the Regulations/the Code by any Specified Person.

(For more information refer pages 69 and 70 of the Annual Report 2011-12)

7. SAFETY HEALTH ENVIRONMENT AND SUSTAINABILITY COMMITTEE:

The Safety, Health, Environment and Sustainability (SHES) Committee of the Board (non-mandatory) was constituted on March 27, 2012 to oversee the policies and their implementation across Tata Chemicals group. The main purpose of the Committee would be inter-alia to:

- Review and monitor the sustainability, environmental, safety and health policies and activities across the Tata Chemicals group.
- Provide guidance to management to ensure that all long term strategic proposals made to the Board include

SHES implications.

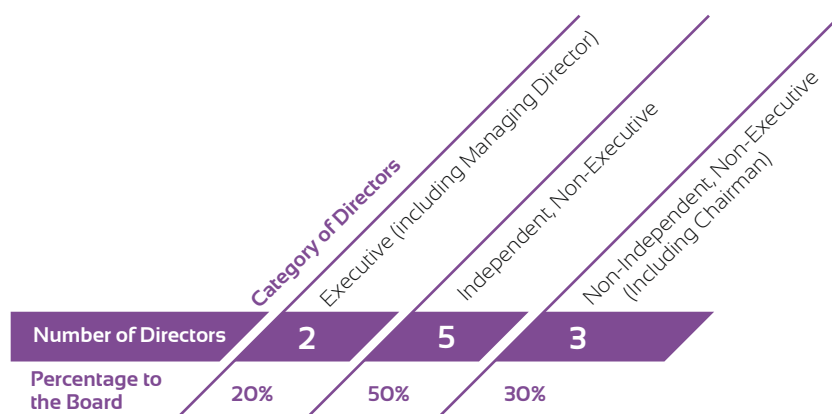
- Investigate or cause to be investigated, any extraordinary negative sustainability, environment, health and safety performance or issues of asset integrity which can impact safety, health, environment and sustainability where appropriate.

The Committee comprises of Mr. Prasad R. Menon (Chairman), Mr. Nasser Munjee, Dr. Y.S.P. Thorat and Mr. R. Mukundan as members.

The Company Secretary acts as the Secretary of the Safety, Health, Environment and Sustainability Committee. The Managing Directors of the overseas operating companies shall be permanent invitees to the meetings of the Committee.

Chairman of the Board is non-independent and non-executive as mentioned in the Table GC-OI.

Table GC-OI The Board structure as on March 31, 2012



(*Annexure provides the definition of independent director)

The Company has adopted a Whistle Blower policy to provide a formal mechanism to the employees to report their concerns about unethical behaviour, actual or suspected fraud or violation of the Company's Conduct or Ethics policy. The policy provides for adequate safeguards against victimization of employees who avail of the mechanism and also provides for direct access to the Chairman of the Audit Committee. It is affirmed that no personnel of the Company has been denied access to the Audit Committee.

The Companies Act, 1956 specifically mentions about the type of resolutions passed by the shareholders. The resolutions to be passed by the Shareholders are (1) Ordinary Resolutions which are required to be passed by simple majority and (2) Special Resolutions which are required to be passed by 3/4th majority. The said resolutions are generally passed at the General meetings of the Companies. Some of the resolutions can also be passed by Postal Ballot.

Remuneration Policy:

Managing Director and Executive Directors:

- While deciding on the remuneration of the Managing/Executive Directors, the Board, Remuneration Committee ("Committee") considers the performance of the Company, the current trends in the industry, their experience, past performance and other relevant factors. The Board / Committee regularly keeps track of the market trends in terms of compensation levels and practices in relevant industries. This information is used to review remuneration policies.

The Company pays remuneration by way of salary, perquisites and allowances (fixed component), incentive remuneration and/or commission (variable components) to its Managing/Executive Directors. Annual increments are decided by the Remuneration Committee within the salary scale approved by the Members and are effective from April, 1 every year.

Non Executive Directors:

- b. Non-Executive Directors are paid sitting fees of Rs. 20,000 for every Meeting of the Board or the Committee attended (except for Shareholders'/Investors' Grievance Committee, Ethics and Compliance Committee and Nomination Committee where the sitting fee is ` 5,000 per meeting)
- c. The remuneration by way of commission to the Non-Executive Directors is decided by the Board of Directors and distributed to them based on their participation and contribution at the Board/Committee meetings and the time spent on matters other than at meetings. In terms of the approval of the members at the 69th Annual General Meeting of the Company held on August 4, 2008, commission is paid at a rate not exceeding one per cent of the net profits of the Company calculated in accordance with the provisions of Sections 198, 349 and 350 of the Companies Act, 1956.

(For more information refer pages 66 to 68 of the Annual Report 2011-12)

The Company, through its Board and Committees, endeavours to strike and deliver the highest governing standards for the benefit of its stakeholders.

The Company has adopted the Tata Code of Conduct for all the employees of the Company including the Whole-time Directors. The Board had also approved a Code of Conduct for Non-Executive Directors. The Code of Conduct for the employees as well as Non-Executive Directors are posted on the Company's website.

Further, all the Board members and senior management personnel (as per Clause 49 of the Listing Agreement) have affirmed the compliance with the respective Code of Conduct. A declaration to this effect signed by the Managing Director (CEO) forms part of the Annual Report.

THE CORPORATE GOVERNANCE PHILOSOPHY OF THE COMPANY HAS BEEN FURTHER STRENGTHENED WITH THE ADOPTION OF THE TATA CODE OF CONDUCT, TATA BUSINESS EXCELLENCE MODEL, TATA CODE FOR PREVENTION OF INSIDER TRADING AND CODE OF CORPORATE DISCLOSURE POLICIES.

All the Codes are strictly implemented and any violation of the same is reported to the Authorities.

The focus on improving work place safety is continued to be top priority in all operations and the total recordable injury frequency rates are maintained and matched world class levels. The Safety, Health and Environment (SHE)

performance is being reviewed at all review forums including the Audit Committee. All sites in India are certified to OHSAS 18001, ISO 14001 and BSC 5 Star Safety Rating. The Babrala operation is certified to Responsible Care RC 14001. The Babrala and Haldia operations are certified to BSC 5 Star Environmental Sustainability rating.

Mithapur Plant has continued the engagement with DuPont Safety to develop and refine its practices to world class practices. The Company received recognitions from National Safety Council of India, International Fertiliser Association, Fertiliser Association of India, Indian Chemical Council, Gujarat Mines Safety for its effort on SHE.

The Company has complied with environmental consent conditions at all its locations. The Company continues to monitor "Green Manufacturing Index" on targets on energy and water consumption, waste recycle and use of renewable energy.

The Company continues to be a "Responsible Care" Logo holding company granted by Indian Chemical Council.





OUR CARE FOR THE **ENVIRONMENT:** RESOURCE CONSERVATION

Resource conservation is a key focus for Tata Chemicals. The identified Material issues addressed here are on waste management, energy & water conservation and on managing the climate change concerns and bio-diversity conservation.



Environmental sustainability principles in overall operations and planning are the integral part of organizational strategy. We try and ensure that all employees and associates understand their responsibilities towards protection of environment and sustainable business with appropriate training and support. Our corporate strategy has considered Climate Change as one of the major environmental challenges and has established a corporate strategy cell on climate change to respond to the challenge and to develop action for a low carbon economy.

We are signatory to "Responsible Care" and have adopted environment sustainability standards of British Safety Council in our journey towards environmental excellence and sustainability. ISO 14001, RC 14001 Management Systems framework supports us towards this.

RESOURCE CONSERVATION

With the growing industrialization across the world, demand for industrial resources is also growing and an increase in extraction of materials and other natural resources leading to a demand supply gap.

This results in the need to improve efficiencies in operations even more necessarily. At Tata Chemicals, resource conservation and efficiency improvements is the philosophy in operations and strategy to optimize the consumption and minimize the losses of raw materials and other resources.

With our Mission - "Serving society through science" we are into businesses that focuses on LIFE: Living, Industry and Farm Essentials. Our product portfolio consists of Living Essentials like Tata Salt, Tata Swach; Industry Essentials like Soda Ash, Bi-carb, Cement; and Farm Essentials like bulk, customized and specialized crop nutrients like Urea, DAP/NPK, SSP and newly introduced Customized Fertilizers. The major raw materials used are Limestone, Natural gas, Naphtha, Sea salt, Ammonia, Phosphoric acid, Potassium chloride, Rock phosphate and Sulphur for the manufacture of our wide product range. In addition, packaging materials like HDPE bags and various lubricating oils are also being used (EN-1).

All manufacturing processes operate with the basic philosophy of resource optimization, use of alternative sources and maximization of "recycle and reuse" by innovation. In this context, we have initiated various programs that include periodic technical audits (operational efficiency, energy, water); initiatives like 'Manthan', 'Udaan', Benchmarking, Lean Six Sigma, and Suggestion schemes, etc. which focus on enhancing technical efficiencies, resource optimization and operational improvements.

This has resulted in the maximizing recycling of materials such as fly ash, ESF cake, etc. At Mithapur facility a lot of pioneering innovative works in terms of effluent management and separating soda ash effluent solids was carried out. Our soda ash effluent solid filtration system was the first of its kind in the world. Most manufacturers, even in advanced countries, discharge these wastes into sea/rivers or store in settling ponds. At Mithapur significant amount of effluent solid wastes are filtered out of the effluent stream generated from Soda ash manufacturing plant using Larox filters and the effluent solid wastes i.e., ESF cake is mixed with raw meal to make cement. This reduces the consumption of virgin limestone, one of the key raw materials for cement.

Many innovations are also tried in Haldia to improve productivity and recyclability of waste material. Few of the examples are trial and successful implementation of utilization of molten Sulphur directly from neighboring refineries sourced through specially designed steam jacketed tankers. Utilization of molten Sulphur reduces equivalent quantity of imported Sulphur from Middle East countries. The other advantages associated with use of molten Sulphur are that it is comparatively cleaner with respect to the ash content of solid sulphur and it reduces the burden of equivalent amount of energy consumption for melting Sulphur and filtration for ash removal. Another example is of reusing Sulphur sludge with approval from Central Pollution Control Board. The Sulphur sludge is used as filler in Single Super Phosphate. It reduces virgin material consumption, silver sand as well as provide additional nutrient to plants as elemental Sulphur.

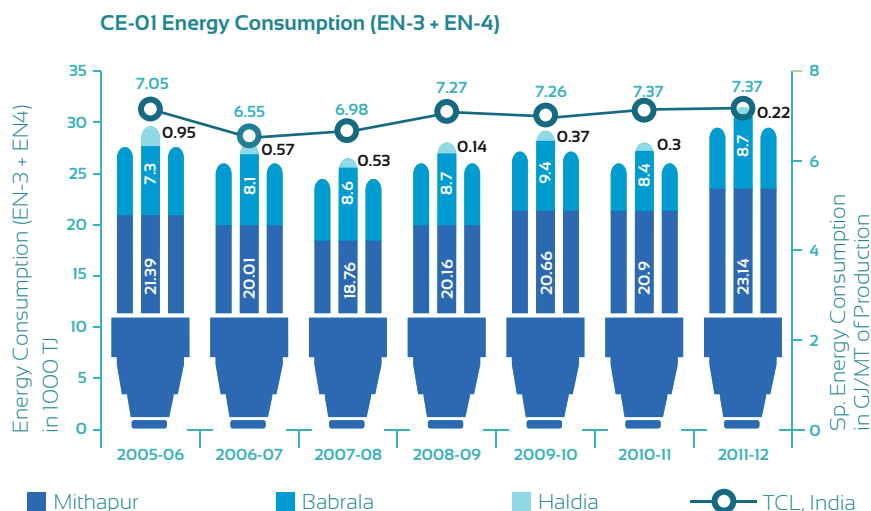
Along with material conservation, energy and water conservation are also of prime importance for future sustainability.

WE ARE SIGNATORY TO
"RESPONSIBLE CARE®"
 AND RETAINED
 RESPONSIBLE CARE (RC)
 CERTIFICATION APR-12 TO
 MAR-15 THUS BECOMING
 ONE OF THE FIRST INDIAN
 COMPANIES TO RETAIN
 CERTIFICATE FOR
 CONSECUTIVE SECOND
 TIME IN ROW. WE HAVE
 ALSO SIGNED RC GLOBAL
 CHARTER IN 2007. AT
 CNAB WE HAVE ADOPTED
 ENVIRONMENT
 MANAGEMENT
 STANDARDS OF BRITISH
 SAFETY COUNCIL IN OUR
 JOURNEY TOWARDS
 ENVIRONMENTAL
 EXCELLENCE AND
 SUSTAINABILITY. OUR ALL
 THREE SITES ARE ISO
 14001 CERTIFIED AND
 CNAB SITES ARE RC 14001
 (RCMS) AS WELL.



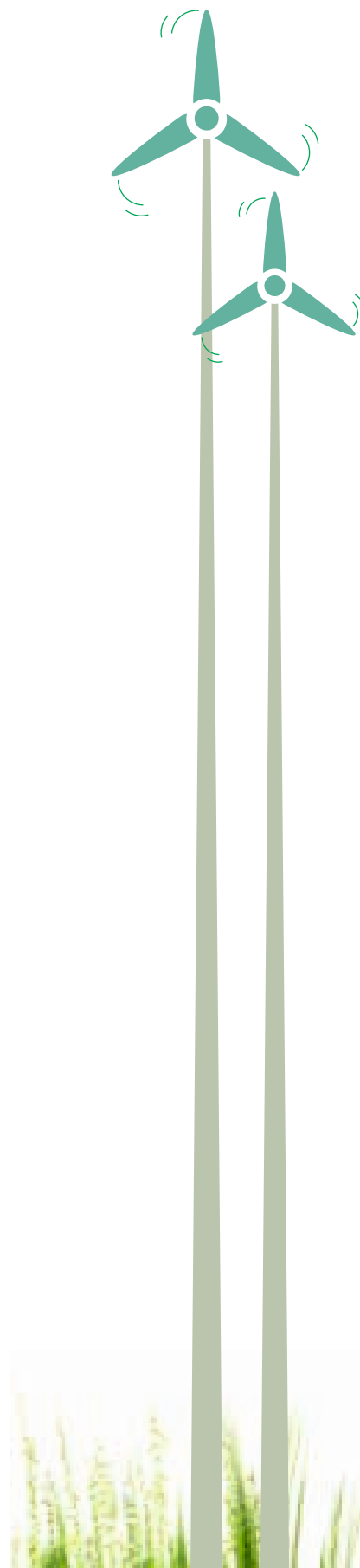
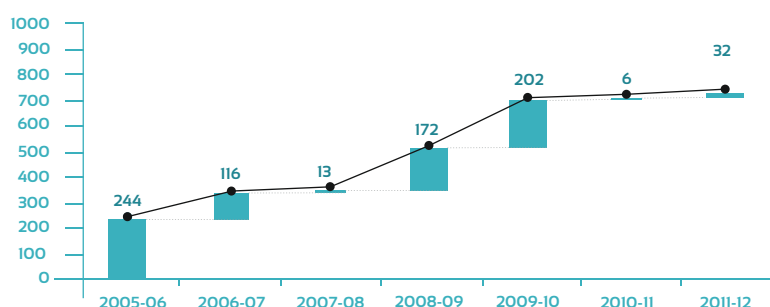
Energy & Water Conservation

Energy sources for various manufacturing processes include pet coke, coal, natural gas, naphtha, furnace oil, diesel, coking coke and grid power (CE-OI).



Our fertilizer plant at Babrala is one of the most energy efficient urea plants in the world. At Mithapur we have used alternative materials in order to conserve energy inclusive of maximization of use of pet coke in the boilers and anthracite coal in soda ash lime kiln. Manufacturing of Chemicals & Fertilizers are energy intensive processes and primarily depend on the non-renewable energy sources. The total energy saving of around 786 TJ (CE-O2) has been achieved in the last seven years by conservation, process modifications; retrofitting of equipments, etc. We have initialized use of renewable energy by utilizing solar energy & wind power at Mithapur, solar heaters for domestic water heating at Babrala and biomass incorporation along with coal gassifier at Haldia resulted in sourcing of around 23.3 TJ of energy from renewable sources in last 5-years. Wind Power is also generated which is wheeled to state electricity grid. Out of total indirect energy consumption (EN-4) around 3.86% is coming from renewable energy sources like wind and solar.

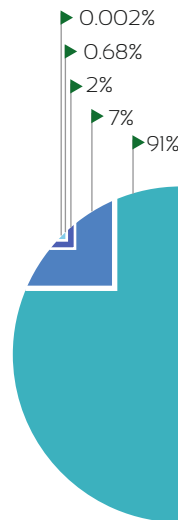
CE-O2 Energy Savings (EN-5)



WATER:

Water conservation, reuse & recycling at all locations and internal water generation by various means like distillation, desalination, evaporation & condensation etc. at Mithapur has been the key to Tata Chemicals survival over the years. If we consider maximum demand of water for Tata Chemicals Indian operations around 8% of water requirement is met through internal generation by above listed means. Dependency on external sources (the actual average contribution for past 7 years from external water sources) is described in CE-03 which is dominated by seawater around 91%, groundwater around 6% and 3% are remaining freshwater sources like purchased water, surface water-lake & rain pit. All manufacturing processes are part of highly integrated processes which facilitates conservation as the main environment management tool.

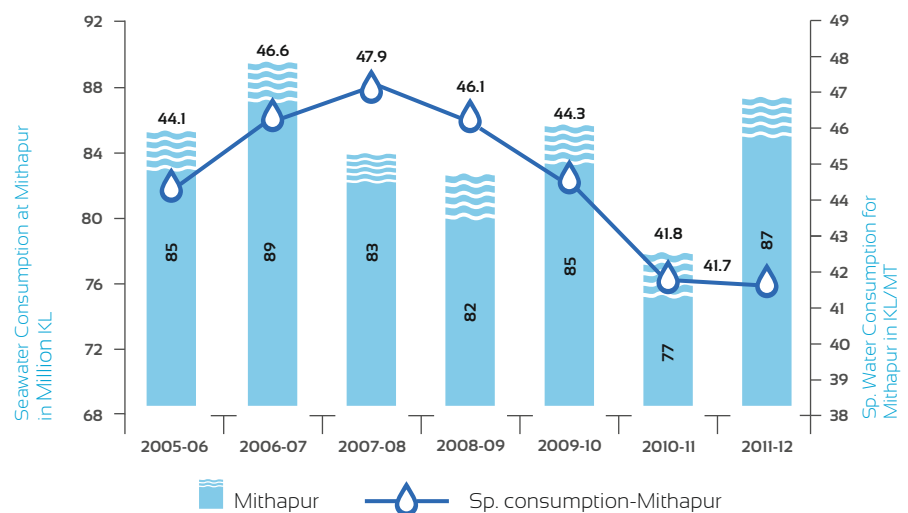
We understand importance of water and water resources in local context. Mithapur has achieved zero dependence on ground water by adopting various in-house water conservation measures as well as management of the rain-fed lake. The selection of water source is critically evaluated at Mithapur for seawater versus freshwater considering cost for desalination versus freshwater availability, rainfall pattern for the year. The commissioning of a new 200 crore (US \$ 40 million) salt plant in February 2012 has brought total annual capacity of salt production to 800,000 tonnes. The salt plant in Mithapur is known as Make-up Water Plant (MUW) as it generates boiler feed water quality condensate water approximately 5.4 KL per ton of salt produced. Though urea manufacturing process wholly depends on deep aquifers groundwater, specific water consumption here is a benchmark amongst the Nitrogenous Fertilizers' manufacturers. Periodic water level and quality measurements are the part of Quality Assurance System of Babrala. We are planning for detailed Water Footprint Accounting and Source Sustainability studies in 2012-13 as per Water Footprint Network Methodology.



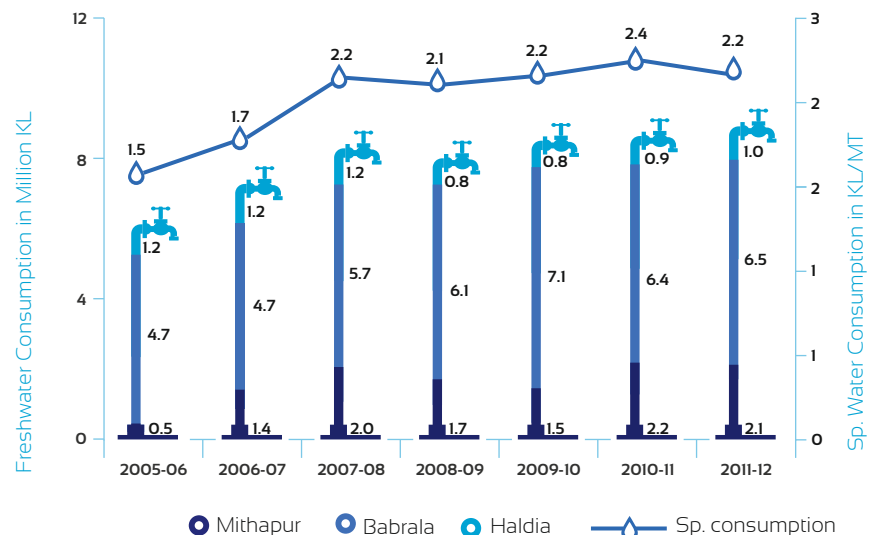
CE-03 Average Contribution of External Water Sources in Total Water Withdrawal (from 05-06 to 11-12 year)

Surface Water-Sea ●
Ground Water ●
Purchased Water ●
Surface Water-Lake ●
Surface Water-Rain pit ●

CE-04-a Seawater consumption at Mithapur



CE-04-b Freshwater consumption



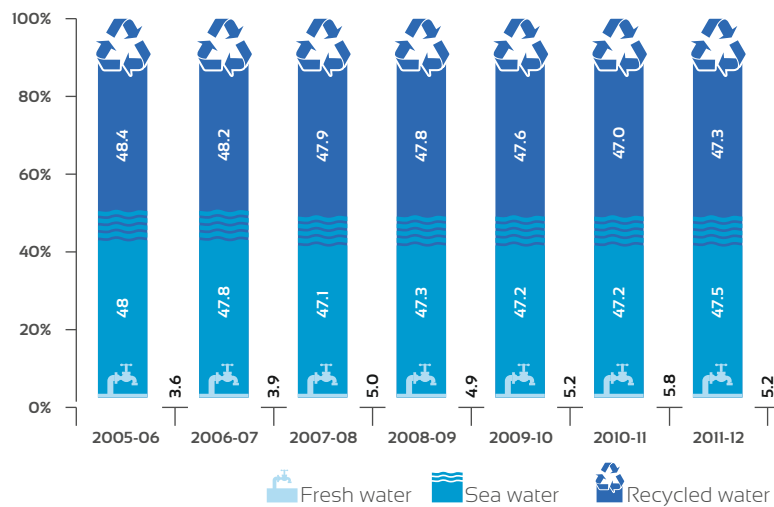
Waste management

Waste management has become the part of plant operation and disposal of various types of wastes have been done as per the guidelines documented in ISO system and as per prevailing waste management rules. We manage our hazardous wastes by proper collection, handling, storage and disposal to authorized TSDF (Treatment, Storage & Disposal Facility) or registered recyclers to ensure they are disposed off safely.

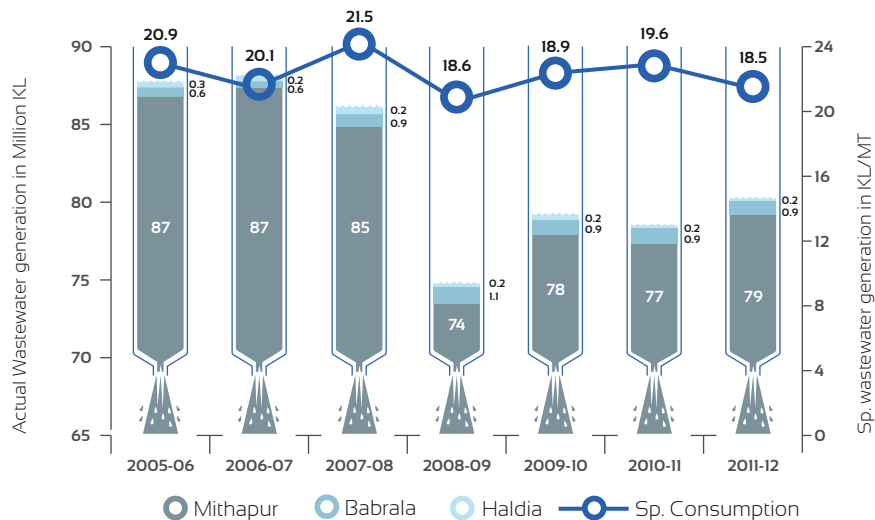
Babrara (Urea and Customized fertilizers) and Haldia (DAP/NPK and SSP) Fertilizer sections are zero liquid effluent discharge plants. At Babrara, treated effluent is used for horticulture purpose to maintain 1.9 sq. km area of green belt within premises. In the area of water recycling and reuse, we have pioneered recycling of water by integrating various manufacturing operations; recycling condensate as boiler feed water at Mithapur and Babrara; and the use of DM plant regeneration streams in scrubbers at Haldia. About 91% of water withdrawn is recycled back into the system or reused for various purposes. The water requirement of TCL, India is fulfilled as shown in graph CE-05.



CE-05 Water Requirement - Sea & Freshwater Vs Recycling & Reuse



CE-06 Wastewater Generation



All sites for the last five years have achieved 100% legal compliance in all the environmental norms. Treated effluent quality in final discharge has been maintained well below the statutory norms at all manufacturing sites. Specific effluent generation has been reduced by 11.5% in last 7-years.

Adequate financial resources were provided for treatment and disposal of wastes, treatment for emissions, and insurance costs etc. A cumulative expenditure of Rs. 3521 million in last 7-years was accounted across the three locations was spent towards environmental protection. (EN-30)

Responding to Climate Change Concerns

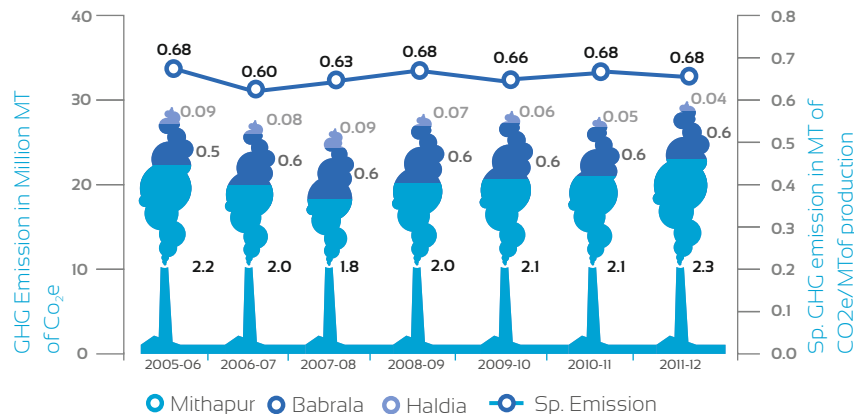
Awareness and understanding of the adverse impact of greenhouse gases on global climate change in being evidenced with scientific findings. Developing countries in particular are faced with the challenge of meeting the growing demand for energy. This is bringing focus onto improvements in energy efficiency and clean and efficient energy generation technologies. We are working on technologies that can mitigate changes through 'Green Chemistry' and product offerings that will make a difference like flue gas treatment, carbon absorption and nano glass-coatings for insulation. We have received carbon credits for the registered projects at UNFCCC (United Nations Framework Convention on Climate Change) mostly related to energy reduction. We are a member of the steering committee and working Group of Climate Change led by Tata Quality Management Services for the Tata Group. We are actively involved in the advocacy forums on Climate Change and are a member of TERI-CoRE-BCSD, signatory to Global Roundtable on Climate at Earth Institute, Columbia University, CII Mission on sustainable growth. We actively participate in the activities of CII, Bombay Chamber of Commerce, FICCI, FAI and AMAI and IFA etc. on Climate Change. We are participating in the various missions of National Action Plan for Climate Change. We are responding to the Carbon Disclosure Project.

We are leveraging the strength of engagement of our people in the plants, facilities and laboratories to achieve technological breakthroughs that will help address climate change, energy efficiency, conservation and security of supply. We are continuing our effort that started way back in 1940, through exploiting solar energy in our salt pans to produce salt for our soda ash plant, to investing in natural soda ash in Kenya and USA for the reduction in our energy intensity profile. The fertilizer plant at Babrala is benchmarked as one of the lowest in the world in specific energy consumption. With the establishment of Innovation Center in Pune, we plan to work on the cutting-edge processes in Bio and Nano field for Green Chemistry and Alternate Energy and the Center for Agri-technology at Aligarh is engaged in improving agri-productivity and technologies for sustainable food security.

Towards our concern for global warming, we have begun efforts for inventories and measurement of the GHG emissions at all manufacturing sites, taken leadership by looking into CDM opportunities among our class of industries. We have reduced 48,136 MT of GHG emissions in last 7 years which in-turn resulted in reduction of 0.5% of our GHG emissions from 2005-06 to 2011-12.

In 2007-08, we have carried out detailed carbon footprint assessment at all the 3 manufacturing sites and 2009-10 came up with long term strategic plan to reduce 20% GHG emissions by 2020 out of which 5% through operational abatement across sites. We have started monitoring our GHG emissions to implement various initiatives for managing climate change. Our corporate strategy has considered Climate Change as one of the major environmental challenges and has established a corporate strategy cell on climate change to respond to the challenge and to develop action for a low carbon economy.

CE-07 GHG Emission (EN-16)



Mithapur site has, as a commitment to Montreal Protocol 1987, stopped producing Methyl and Ethyl bromides - that are identified Ozone Depleting Substances. All the three sites have also achieved zero consumption of CTC and Freon-12.

Conservation of Biodiversity

Tata Chemicals owns about 95 sq. km area and another 74 sq. km is on lease and out of total area 0.39 sq. km area at Mithapur has been categorized under Marine National Park (MNP) and forests. In Mithapur plant, brine is transferred through pipeline, which passes through MNP, and treated effluent is discharged into sea through an open channel. Industry has been conducting EIA studies to assess the impacts of its operation on nearby biodiversity and surrounding environment. The findings of study illustrates that no significant impact has been observed on the native flora and fauna.

While operating in harsh ecological conditions/semi-arid conditions at Mithapur site and highly alkaline soil conditions at Babrala site, TCL has restored the ecological balance in the surroundings habitats by converting wastelands into greenbelt. Our commitment towards continual improvement has triggered new programs such as land reclamation at Babrala to convert existing alkaline soils to fertile land, mangrove conservation and regeneration, at Mithapur and scientific pond management at Haldia.

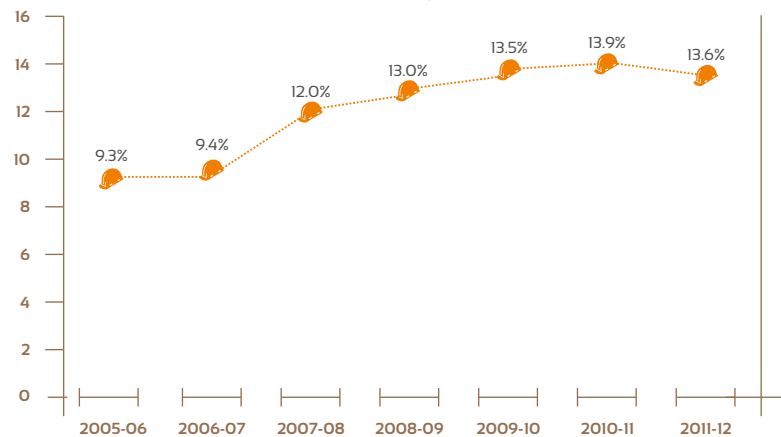
SAFETY



AT TATA CHEMICALS

"SAFETY" IS A PART OF OUR VALUE SYSTEM, EMPHASIZING ON CREATING CULTURE OF SAFETY. IT IS ON THE TOP OF THE LEADERSHIP AGENDA WITH RELENTLESS FOCUS IN ALL REVIEWS. AS LAID OUT IN SHE POLICY, EMPLOYEES AND MANAGEMENT PARTICIPATE IN VARIOUS SHE INITIATIVES. THE FORMAL AND INFORMAL COMMITTEES WERE FORMED TO OPERATE AT DIFFERENT LEVELS IN ORGANIZATION.

SF-01 Percentage of the total workforce represented in joint management-worker health and safety committees



Different Formal and Informal Committees are formed at facility (site) level, namely, works/central safety committee, plant/department safety committee, canteen committee, wellness committee, etc. are joint forum of Management and Non-management employees with inclusion of contract workmen to better understand the safety issues and facilitate the implementation of Best Practices to adopt the Culture of Safety. The committees meet periodically to further

work on agendas related to health and safety. Few of the indicative topics could be safety and health inspection reports to help correct safety hazards, evaluate the accident investigations to determine the cause of the unsafe situation and its corrective-preventive measures, discussions related to best practices, action plan for implementation of best practices, innovative ideas for improvement of safety, health hygiene and wellness and safety related

complaints and disputes, etc. The minutes of the meeting are prepared and circulated to track the improvements and effectiveness. The graph indicates increase in percentage of the total workforce represented in formal joint management-worker health & safety committees with respect to 2005-06 for all the 3 locations of Tata Chemicals. The percentage of the total workforce represented in formal joint management-worker health and safety committees is up to 25% for the last 5 years.

RATES OF INJURY, OCCUPATIONAL DISEASES, LOST DAYS AND ABSENTEEISM AND TOTAL NUMBER OF WORK-RELATED FATALITIES.

Safety requirements implemented at site are in line with Chemical and Fertiliser industry standards, driven by the well-articulated Safety, Health & Environment policy. Ensuring safe, secure and healthy work environment is one of the top priority agenda of the organization. To this effect, we have taken the help of DuPont and British Safety Council models and approaches which we have learnt and deployed in our organization. The fatalities at our Mithapur and Haldia plant in the year 2011-12 have been a setback & led to

introspection & renewed emphasis on "Target Zero Injury" with rigorous implementation of Cardinal Rules, Golden rules of Safety (benchmark practice from British Petroleum), process safety management principles, safety stewards, safety stars, and contractor safety management.

The Chief Technology & Sustainability Officer has a unique reporting relationship whereby he can report concerns directly to the Chairman of the Audit Committee.

SF-02 TCL GOLDEN RULES OF SAFETY



Standard Procedures (SP)



Permit To Work (PTW)



Energy Isolation (EI)



Working At Height (WAH)



Confined Space Entry (CSE)



Ground Disturbance (GD)



Lifting Operations (LO)



Driving Safety (DS)



Storage & Handling
Hazardous Materials
(SHHM)

The total workforce is categorized as permanent (Management and Non-management) and contract employees of all the three locations viz. Mithapur, Babrala and Haldia. The SHE guidelines are developed considering the equal importance for permanent and contract workmen. For additional emphasis on contractor selection and safety management system contractor safety manual are released in vernacular language.

The safety statistics shown below are the compiled results of all the 3 locations. While reporting the no. of injuries minor first aid level injuries are also included along with Medical treatment, restricted work, lost work time cases including fatalities. The actual no. of fatalities are: 0 in 2010-11 and 3 in 2011-12 (2 at Mithapur and 1 at Haldia). There are no recorded occupational diseases in reported years and occupational diseases rate is 0 for all the 3 sites. With respect to 2005-06 the no. of injury & injury frequency rate has been reduced by almost 59% in 2011-12.

Safety requirements are determined at the design stage itself during selection of technology, design and detailed engineering when equipment sizings, specifications, layout of the plants are frozen. Tools such as HAZOP, Hazard Identification and Risk Assessment (HIRA) help to address safety needs. Process safety and workplace safety management has been implemented to strengthen the safety systems, under SHE management. Safety process has been made robust by adapting British Safety Council (BSC) in Babrala, DuPont Safety system in Mithapur and DuPont Behavioural audit (Haldia, Mithapur and Babrala). Manufacturing plant at Babrala and Haldia have received Sword of Honour (Highest award in safety across globe) while Mithapur has achieved BSC 5 star rating in safety.

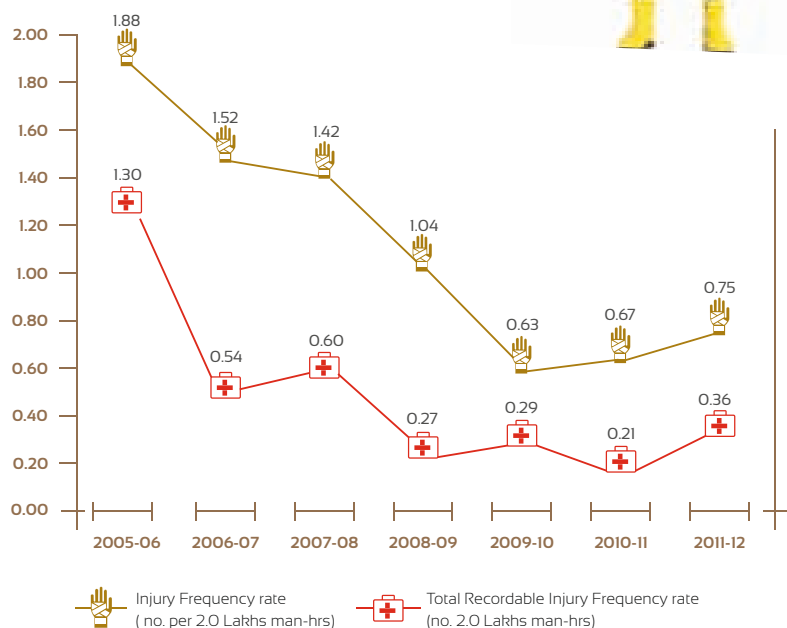
Benchmarking studies are carried out with the help of PSI (USA), FAI, IFA for Facilities Management and SHE Management. Various support processes are improved by RCA, ISO/SHE audits.

The yearly safety audits, HAZOP studies, risk assessment exercises and disaster management drills are practiced regularly. Employees participate in near miss reporting, any incident/accident/near miss is investigated and communicated to all employees by e-mail.

To monitor the safety performance, the safety statistics – no. of injury, injury frequency rate, severity rate, and incidence rate etc. are captured as lag measures. The reports, records, and notification of workplace accidents, are in line with the prevailing national laws (The Factories' Act and Rules), which are in line with the ILO Code of practice.



SF-03 Injury Rate (No. per 2.0 Lakh Man-hrs) (LA-7)



Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.

Regular health check-ups tailored as per work area hazards are carried out to monitor all aspects of health including occupational parameters. Employees working in hazardous areas undergo health checkups twice a year while others undergo the same once a year. Eye tests for the drivers and VDU users, audiometry tests for people working in high noise area and PF test for employees working in dusty areas, are done. Ergonomic surveys are conducted from time to time for ergonomic issues like work place lighting and safe working postures. Actions plans are finalized based on the survey finding and are tracked and reviewed for effective closure. Training and workshops on "Positive Health Options", yoga classes, stress management, first-aid etc. are conducted to make employees aware of better approaches to good health and well-being.

Tata Chemicals' Mithapur & Babrala sites have own hospitals within the premises while at Haldia Occupational Health Centre appointed full-time Medical Officer is available. Haldia site has tie up with other hospitals for medical facilities. The employees and their families are

reimbursed for medical health treatments.

Since 2009-10 Wellness Initiative has been launched for employee and employee families as well as community

- › Focus on nutrition, fitness, avoiding harmful habits, making informed and responsible decisions about health and other lifestyle issues
- › Focus on sense of purpose and meaning in one's life, ethics, values and morals that guide and give direction to life
- › Focus on stimulating the mind
- › Focus on appreciating financial needs and getting equipped to handle financial needs in a planned manner
- › Focus on ability to understand and cope with one's feelings, achieve emotional stability & congruence at self as well as interpersonal levels



As part of Year of People initiatives and in line with our credo of "Human Touch of Chemistry", the employee Wellness Initiative – Healthy Wealthy Wise at TCL, aims to make every employee aware of and make healthy choices to create a more successful and balanced lifestyle.

Healthy Wealthy Wise will provide employees with resources, information and guidance to promote their holistic well-being together with their family.

Health and safety topics covered in formal agreements with trade unions



There is formal agreement between management and trade unions at Mithapur and Haldia locations, while informal agreement at Babrala (as no formal union at Babrala), it covers safety & health topics on local and global level. It includes the topics like Personal Protective Equipment, joint management-employee health and safety committees, participation of worker representatives in health and safety inspections, audits, and accident investigations, training and education, complaints mechanism, right to refuse unsafe work; and periodic inspections. The agreement also includes topics which are usually addressed at the global level, compliance with The Factories' Act and Rules which are in line with the ILO guidelines, arrangements or structures for resolving problems, and commitments regarding target performance standards or level of practice to apply.





EMPLOYEE INVESTMENTS



We firmly believe that our human capital plays a crucial role in translating TCL's Strategic plans into effective actions. We value our Human Resources and strive to deploy such people-practices that will help enhance employee engagement and foster a culture of operational excellence and high performance. TCL HR has been a pioneer in bringing about innovative people practices that have facilitated an organizational

transformation witnessed in the past decade. The committed 3176 strong workforce at TCL is the strategic advantage we build our present and future business on.

Tata Chemicals accurately links HR Strategy with Organizational Strategy and HR participates as a critical partner in determining organizational direction as well as enabling execution of organizational strategy.

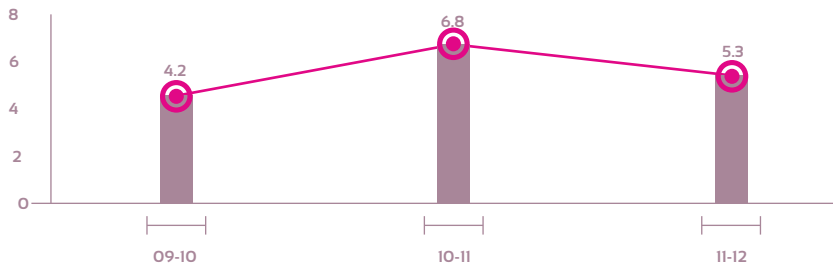
With a view to ensure integration and alignment of the business and the HR strategies TCL follows a structured planning process.

TCL has identified its key People related themes as identified below:

EE-OI Integrated HR Imperative

Develop a lean global structure to manage consolidation and growth	<ul style="list-style-type: none"> • Lean organization structure with focus on high employee productivity • Robust compliance monitoring and governance structure
Create a climate of excellence across the enterprise	<ul style="list-style-type: none"> • Effective risk management systems for global operations • Good project management & tracking systems • World class SHE & quality, sustainability systems
To develop employee capability – leadership capability and functional capability	<ul style="list-style-type: none"> • Develop leadership capability and line manager effectiveness • Specialist skills in areas of nanotechnology, glass, agro specialist soil health, seeds, micro irrigation, water purification, organic fertilizers • Product & Business development skill sets in B2B and B2C environment • Sustainability and SHE Champions - skills for safe and low carbon processes and technologies
Institutionalize TCL Values and Cultural Pillars across TCL	<ul style="list-style-type: none"> • Performance oriented culture of excellence • Institutionalize culture of Business Ethics and integrity • Build and nurture a connect with communities • Nurture sustainability and climate change programmes • Building a culture of excellence, trust, learning and collaboration • Encourage innovation and knowledge sharing
Build organization culture that enables high employee engagement	<ul style="list-style-type: none"> • Attract and retain talent • Enhance and sustain employee engagement levels • Create culture of achievement, extension and expert influence
HR functional excellence	<ul style="list-style-type: none"> • Build functional excellence among employees to control variable costs • Build and leverage on employee diversity • Strengthen talent identification and talent development process • Standardization of critical HR processes and HR MIS

EE-O2 % Attrition



Our ability to achieve and sustain high levels of employee engagement will be a decisive factor in deployment of all our plans. The HR function works on enhancing and sustaining employee engagement towards the following:

- Engaging with talent and solid citizens through periodic development dialogues and career development plans
- Working on specific issues with line managers to improve their individual Q 12 scores
- Ensure transparency and fairness in critical people related processes like PMS, Compensation, Promotions, etc. so as to build a culture of trust among employees. (Communication to employees on the three critical process with 100% coverage)
- People friendly HR policies, systems, processes & initiatives aimed towards creating a sense of belongingness

There are 7 employee segments identified with segment having unique needs to be addressed.

Employee Segment	Levers of engagement
Managers/Salaried	Career development & growth
Scientists	Professional growth and empowerment to experiment Recognition
Officers/Salaried	Role clarity Friendly HR polices and employee-centric initiatives Opportunities for learning and career growth
Field Staff	Skill enhancement Recognition Friendly HR policies and practices
Workmen/Bargainable	Clear instructions and ergonomic workplace facilities Fair and transparent administrative practices Employee-centric policies and interventions
Contract Labour	Workplace tools and tackles Regular dialogue with company managers to resolve work-related issues

EE-O3 Employee segments and their needs



Over the years TCL has built a unique culture characterized by TCL Shared Values and embodied in our Cultural Pillars. Every three years we revisit our Cultural Pillars to review continuing suitability. It is this culture that serves as glue and unifying force for our diverse businesses across geographies. Our Culture along with other enabling systems are aligned to TCL Business Objectives and inspire innovation, open communication, flexibility and seamless knowledge.

The vision that TCL has set for itself requires that everyone in the system, is aligned to TCL's culture and carries this forward into the areas they handle. HR will work towards ensuring that Core TCL Shared Values will be internalized by all our employees.

Our segment wise requirements and expectations of the workforce have been identified and prioritised using the QFD technique. We have recognized unions of workmen at Mithapur and Haldia. All the significant operational changes are communicated to workmen through their job description, which is a part of the collective agreements. At Babrala where there is no Union, the issues of non-management cadre are addressed through various forums like Grievance Redressal, Suggestion Scheme, etc. We have a history of excellent industrial relations, assisted by innovative employee welfare schemes. TCL has won National Award for Excellence in Employee relations. We place high emphasis on health and safety of our employees, their families and the larger surrounding community, guided by a well-articulated Safety, Health & Environment policy.

Hiring and Career Progression:

Based on inputs from its Strategic Plans and from process like succession planning, the SBUs and SS functions draw up the manpower requirements for planned projects/expansions and turnovers. TCL has in place a sourcing strategy for each of its employee segments and is an equal opportunities employer. TCL has robust Performance management, Talent development and career progression policies in place.

Child Labour, Forced & Compulsory Labour:

TCL does not employ child labour in any of its operations across all geographies. The operations which have threat of inclusion of Child Labour are Bagging, Horticulture, Guest House Contract,

supplier or contractor agreeing to abide with it. Our employees are given adequate training in case of any technical changes in our business operations. TCL does not discriminate employees based on compensation and workforce payment details are adequately documented. The company



Security, and Canteen for Contract Labour. We maintain all necessary documentation regarding age and conduct medical tests, as part of the recruitment process. In case of indirect employment, TCL has controls built into its contracts with third parties on non-employment of child labour as part of the terms and conditions.

We have mechanisms to take care of any violations, like the Grievance Redressal Committee and Ethics Counsellors. TCL supports the fundamental human rights in all its operational activities and complies with the law of the land.

Although TCL does not have any specific policy/procedure to evaluate and address human rights performance, however we ensure that our suppliers, contractors abide by the terms and conditions laid in Purchase Order. The Purchase Order also mentions about TCoC, which needs to be signed by the

has established SA 8000 compliant management systems at all its 3 manufacturing sites in India.

As per the company's recruitment policy, applicants are not discriminated on the basis of gender, race, caste, religion, social status or physical disability. During the year, the organization has employed female candidates on permanent as well as on training basis to show the commitment towards non-discrimination (Ref Fig. EE-O4). The organization has also employed differently abled persons as per the required fit. For example 5 new women employees were recruited at Babrala and in the Chemical complex at Mithapur, a total of 41 employees have been employed in 2011-12 under Affirmative Action as a special drive to support the socially backward communities.

Diversity and Human Rights:

As part of the Tata Group guidelines on Affirmative Actions, we continue to sponsor FAEA scholarships for three-four students of the SC/ST community since year 2008. TCL is in discussions with the Director of Training at Haldia to chart out an action plan to implement affirmative actions.

Diversity among the composition of our Board of Directors, EXCOM, Promotion Board, Remuneration Committee, Apex team, Audit Committee promotes the culture of innovation in our Company.

We keep visiting colleges in the remote areas of the country, such as the NE (North East) as a part of our Campus Program. This ensures that the Enterprise has a diverse workforce, employment at management levels depends on national/regional search while for jobs at non-management level the search does not generally go beyond local areas.

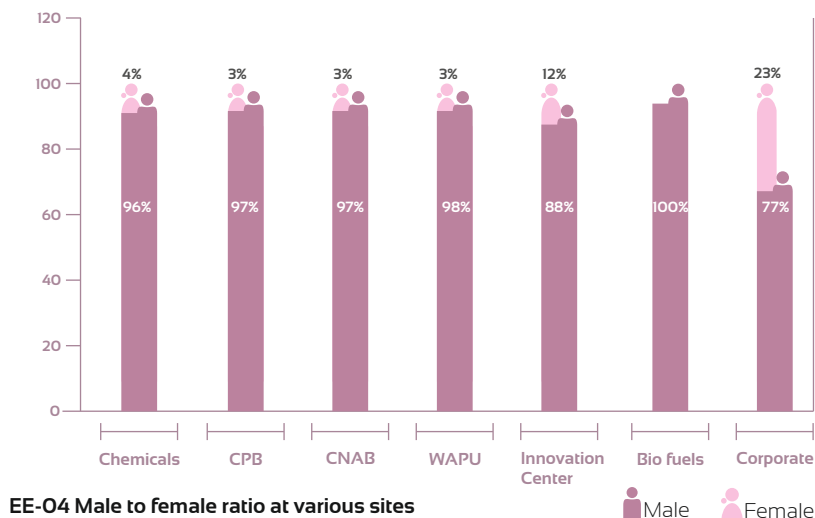
Following are the list of programmes covering Human Rights Issues:-

SA 8000 awareness, TCoC, Oorja - Theme on Ethics, POSH awareness, Fire & Safety Training, Affirmative Action Awareness session, GRI Certified Training Course, Companies Act 1956, Training & Capacity Building Workshop on Sustainability Reporting. Other than these, training programmes like Fire & Safety Training, Mock Drill, First Aid and Road shows are conducted specifically for Security personnel.

Incidents of Discrimination:

Our policies on Anti Sexual Harassment and Clause 4 of Tata Code of Conduct (TCoC) ensures non-discrimination of employees. The MBE process which details processes to raise incidents / concerns on violations of Code of Conduct is widely communicated among employees and ODSCE.

A Sexual Harassment (SH) redressal mechanism has been established which includes a redressal committee chaired by the senior most women employee. The committee also reviewed and updated the policy to make it more



EE-04 Male to female ratio at various sites

robust.

Most of the management cadre employee and employees that are in direct contact with employees such as HR, personnel, security etc. have participated in gender sensitization workshops. Refresher training was also taken up.

Special POSH campaign was taken up this year with posters and screen savers.

Employee Policies, Benefits & Support Practices:

Haldia plant received Sword of Honor in 2011-12. Our Babrala plant also won the CII-ITC sustainability Trophy in the year 2011, which is first of its kind to be awarded to any industry.

Some of the common benefits across company are listed below:

Medical Scheme - Domiciliary & Hospital, Interest free loan for Tata Nano, Interest

subsidy on housing loan, Family Benefit Scheme, Wellness Initiatives, Annual Medical check-up, Sabbatical Leave, Relocation Assistance, Special leave for infant care (flexi work from home), Subsidised Canteen.

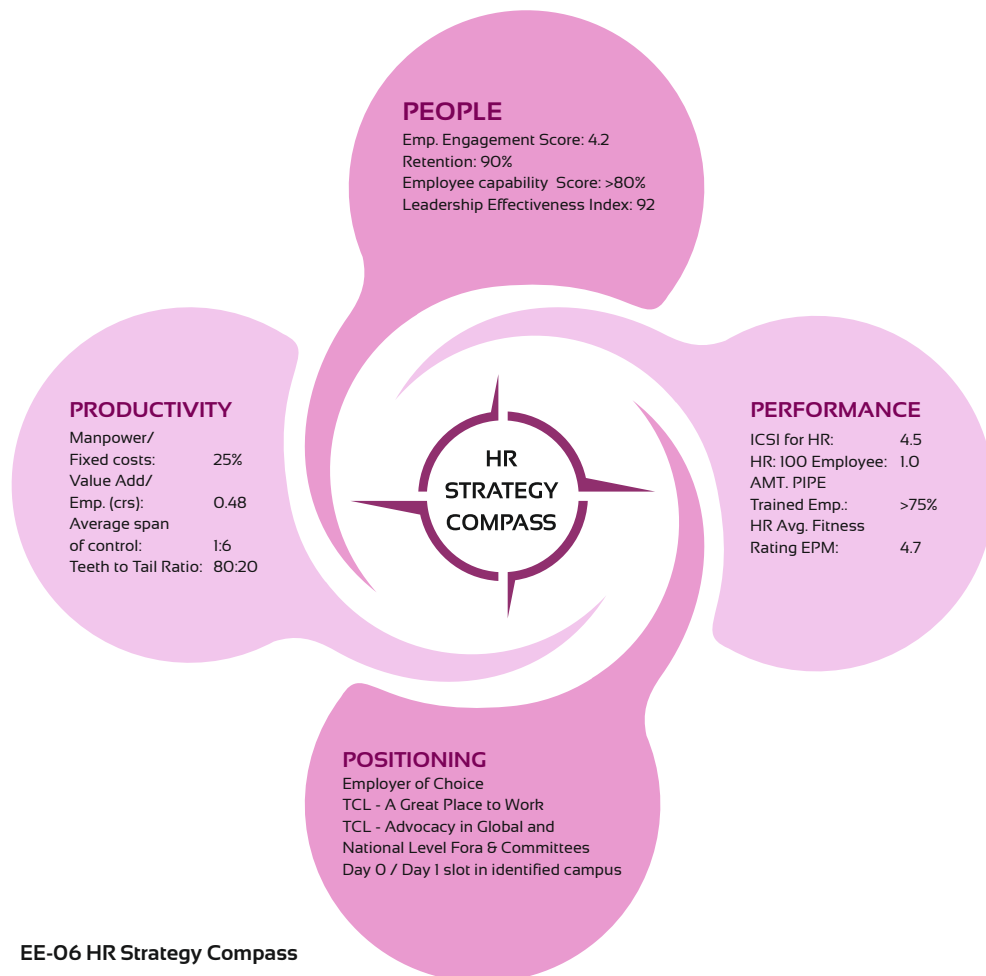
Besides this Babrala has benefits like Tuition fees for wards studying in TCLDAV, Education Allowance & Scholarship for wards studying after 12th outside the campus, Subsidized electricity. Whereas in Haldia we have benefits like Production Incentive and Good Service Award.

Advocacy and Collaboration by TCL HR

TCL HR played a very active role in many fora, supporting and leading crucial initiatives that are of strategic significance for the business. Some of them are indicated below:

Confederation of Indian Industries	<ul style="list-style-type: none"> Part of the group working toward promoting Affirmative Action Partnering on skill development Revising course curricula for ITIs Participated in evaluation of infrastructure for technical education in Maharashtra
Bombay Chamber of Commerce and Industries	<ul style="list-style-type: none"> Skill development Corporate Social Responsibility
Employers Federation of India	<ul style="list-style-type: none"> Employee wages, benefits and policies Labour reforms

EE-05 HR Advocacy Forums



EE-06 HR Strategy Compass





COMMUNITY SUPPORT

Tata Chemicals' corporate philosophy is deeply rooted in principles of sustainability. It recognizes that sustainability encompasses environmental stewardship, adding economic value, promoting human rights and building social capital.



COMMUNITY DEVELOPMENT IS CENTRAL TO THE CORE VALUES WE ADHERE TO IN THE TATA GROUP. OUR ENTIRE COMMUNITY DEVELOPMENT PROGRAM AIMS AT BUILDING TRUST AND IMPROVING THE QUALITY OF LIFE OF THE PEOPLE. TCL HONORS ITS LEGACY BOTH DIRECTLY AND THROUGH ESTABLISHMENT OF SOCIETIES AND TRUSTS.



In 1980, the Tata Chemicals Society for Rural Development (TCSRSD) was set up to protect and nurture rural populations and to help achieve self-sufficiency in natural resource management, livelihood development and enhancement of health and education and infrastructure development etc. TCSRSD today has established itself as a leading corporate NGO working at its three plant site i.e. Mithapur, Babrala and Haldia regions. We started our sustainability journey with a focus on ensuring compliance and improving our social, safety & health and environmental performance, with

emphasis on establishing robust management systems. The process deployed helps us in enhancing focus and gives direction to drive our sustainability agenda. Our community engagement has grown as the mainstay of our business. The guiding principles for community engagement are articulated in the community development policy. These principles are: sustainable programmes, participatory approach, transparency, partnering, networking, being a resource centre and promoting volunteerism.

We work with partners who respect and agree to our organizations' core CSR values. TCSRSD has always worked in partnership with government agencies, voluntary bodies and local authorities in implementing CSR initiatives which brought an expanded dimension towards achieving the project goals. Thus competency sharing through partnership has lead to successful capacity building of communities. TCL has partnered with various government and non-government organization such as PFI, SRTT, SDTT, WASMO, NABARD, Department of Science & Technology, Micro Small &

Medium Enterprise, Life Insurance Corporation and GRIMCO.

We have a defined process for identifying key communities, their need and prioritizing interventions. Our key community consists of areas in and around our plant sites. Criteria for selection of key community are based on our Mission Vision and Values (MVV), neighborhood of the area where we operate, impact on society and benefit to underprivileged people. The needs are identified through various listening and learning methods and prioritized based on parameters that help balance both the needs of the community and our long term strategic growth.

Impact of the activities is measured on a regular basis by doing impact assessment, social audit by third party and by adhering to Tata corporate sustainability protocol index (Fig CS-01). All this helps us to improve our interventions and processes. Our commitment to manage these impacts has been articulated in Tata Code of Conduct, Quality Policy, EHS Policy, HR Policy and Social Responsibility Policy.

CS-01 Community Satisfaction Index & Tata corporate sustainability Protocol



Our company has not only been proactive on compliance to regulatory requirement but have had far sighted vision in ensuring sustainability in business, processes, restoration of biodiversity and conserving wildlife. Internal assessment process of TBEM further institutionalizes social responsibility.

To keep employee and public at large informed about the Company's work on social responsibility, the Company publishes newsletters, in-house magazines, provides regular updates on its website and annual report. Company encourages employees to actively participate in the various volunteering programs organized by the Company in partnership with various NGOs.

Approach

We follow an integrated approach; however within this approach key thrust areas are defined based on:

- Business imperatives and competencies at the location
- The needs of the community
- To create even greater focus the program has been divided under the following sub groups

- Natural resource management programs
- Livelihood development programs
- Health, Education and infrastructure development projects
- Environment Conservation programs

The programs under these thrust areas vary across locations and are dependent on local contexts and needs. The implementation of these programs also

varies across locations and are supported and managed by community, society and with the active involvement of the CSR teams. Key areas/needs are identified by interacting with local community, civic authorities, community leaders / Panchayat members and also in consultation with the operational heads of the company.

CS-02 Thrust area for community

Building Sustainable Resource base	Building sustainable livelihoods	Empowerment	Improving Quality of life
1. Natural Resource Management (Integrated water management program, land reclamation and salinity ingress mitigation program) 2. Nature Conservation (Mangrove Plantation, Bio-diversity Reserve, Eco Clubs, Whale Shark Campaign, Coral Reef Regeneration) 3. Rural Energy (Biogas, solar lights and energy efficient cooking stoves - chulas)	1. Farm Based Livelihood (Agriculture development, animal husbandry, fisheries and pond management) 2. Non-farm based livelihood (Rural Enterprise Development program- UDAAN, The Employable Skill development- Badhte Kadam, Promotion of traditional and rural handicraft (Okhai Handicrafts, Karjobi and Jute craft), Rural BPO- Uday and Rural Tourism)	1. Self Help Groups 2. Affirmative Action 3. Community based organizations (CBOs)	1. Health (Swasth Angan, Divya Drishti, Health, hygiene and sanitation awareness, safe drinking , sanitation, medical camps and OPDs, Vision 20-20) 2. Education (Bal Utsav Teachers training to improve quality of education, scholarship) 3. Infrastructure Development (Providing last mile financing for Infrastructure) 4. Social security

Building Sustainable Resource base

TCL ensures sustainable resource base through natural resource management (water and land), environment conservation and promoting rural energy.

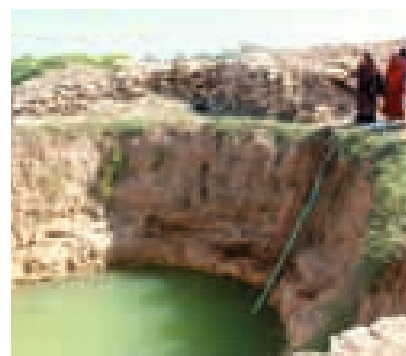
Natural Resource Management: The Natural Resource Management Program (NRM) helps the community to augment the natural resources through physical intervention. It encompasses programs on integrated water management, land development and salinity ingress mitigation. The integrated water management program is implemented at the Dwarka taluka of Gujarat. We started this program as there was scarcity of water for both drinking and irrigation in the area. We are working on harvesting rain water by constructing check dams, farm ponds, farm bunds and well recharging. The salinity ingress mitigation program

includes constructing of bhandara in the coastal area of Gujarat.

Till now we have created 236 structures in 36 villages and have made approx 246 million cubic feet of water storage capacity. The basic process of water harvesting and watershed management has completed in many areas. Our current focus is more on optimum utilization of water through water saving technologies like drip irrigation and sprinklers.

Land reclamation: The land reclamation program strives to increase the income of marginal farmers by improving the soil fertility and thereby, improving the agricultural productivity. Soil salinity is one of the most serious agricultural problems in Badaun district, and due to the high population density in Uttar Pradesh, its reclamation is considered essential towards poverty alleviation. We started

land reclamation project in 1993 to enhance and sustain productivity of USAR land and of other land with productivity constraints. It has provided a model for integrated and holistic development at the village level with a focus on agriculture and soil fertility improvement interventions. Till date 2,374.25 acres of land has been reclaimed with the support of partner organization.



Dharti Ko Arpan: Under the environment conservation program (Dharti Ko Arpan) we are involved in various environmental conservation activities, some of them in partnership with institutions of excellence. Many of these activities have been very successful; projects such as the “Save the Whale Shark campaign” have not only helped create awareness for conservation of this endangered fish, but has also brought recognition to Tata Chemicals’ (TCL) efforts. TCL seeks to continue with these initiatives under the umbrella of creating sustainability for the entire coastal ecosystem in the region. TCL recognizes the need to develop and implement an integrated coastal zone management approach for the area as a whole, involving various stakeholders, including government departments with whom they are already cooperating at a more substantive level. For this reason, the “Dharti Ko Arpan” (Giving back to Mother Earth) programme was launched in 2008, with the objective to integrate all ongoing and planned efforts into one programme so that awareness, conservation efforts and greening link up to provide multiple benefits.

Rural Energy: Several pilot projects have been undertaken under rural energy program. They include solar power generator at Babrala, biogas at Haldia and promotion of energy efficient cooking stoves at all the three locations. Till now, 666 cooking stoves have been constructed leading to fuel efficiency.

Building sustainable livelihoods

The sustainable livelihood development program refers to the means of support/subsistence. Program provides the means of support/subsistence by securing and improving the lives of rural poor through various interventions which enables them to increase their income. Various interventions both farm based and non-farm based have been taken up at all the three locations. Farm based encompasses animal husbandry interventions, pond management, fisheries and agriculture growth interventions the non-farm based interventions includes programs like UDAAN (the Rural Entrepreneurship Development Program - REDP), Badhte Kadam (the Employable Skill Development Program), OKHAI (the Handicraft promotion program) and Uday Foundation (the Rural BPO).

Agriculture Growth: Agriculture growth

program intervention encompasses promotion of modern agriculture practices, technologies and equipment, crop diversification, seed production, promotion of drought resistant high-yield crops etc.

The Animal Husbandry Development program aims to improve the household income. The program targets three essential elements: improved health care that is available at the doorstep, improvement of breed quality and availability of quality fodder.

Pond Management: The Pond Management program was started for providing additional source of earning and increasing household income. Ponds are integral part of every household in Haldia region of West Bengal. The usage of ponds is also rearing of fish for household consumption. We are working on imparting training on scientific methods of pond management to the community and also by supporting with backward and forward linkages. So far, 2425 women have been trained on scientific methods of pond management.

Enterprise Development: The UDAAN program strives to develop entrepreneurship qualities in rural youth and guide them adeptly to engage themselves in productive enterprises. The objective of UDAAN is to create self and local employment, especially for low/moderate income and build a sustainable local economy. Project provides business training, technical assistance, market linkage and loan linkage with financial institution.

Employability/Skills Development: The Badhte Kadam Program is a step forward for access to employable skills for securing decent employment and moving out of poverty. Badhte Kadam program works on removing barriers to access and by addressing the specific employable needs, which are the key elements in achieving employability.

The UDAY Foundation: A rural BPO has been set as a separate trust with the objective to create productive employment for the educated/trained/capable/qualified rural and semi urban/urban masses by improving the existing skills and introducing new skills by proper training. The local jobs encourages people to stay and work within their villages rather than move to the cities in search for jobs.

UDAY Foundation has lead to the employment generation in the surrounding communities. Also, Uday Foundation has been a big motivator for acquiring higher education especially among the young girls who otherwise would not have enrolled themselves for higher education.

OKHAI: The OKHAI Centre for empowerment has made a fundamental difference to the lives of rural women by empowering them through production, marketing and branding of rural products. It not only helps the women become wage earners, but also spreads awareness about the traditional crafts of the region. Women of Okhamandal are endowed with the talent and traditional skills to make exquisite handicrafts in the typical Okhamandal style. Handicrafts were identified as a promising means of creating livelihood for hundreds of women in the area. OKHAI plays a pioneer role in promoting this art. Total sale of handicraft was Rs. 51.17 Lakhs in the year 2011-12.

Empowerment

Enabling and empowering communities is an important aspect of the community development. It is vital to the success of the programs, and forms the basis of all the project design. TCSR, through its focused interventions and participatory approach ensures that the community members become the real managers and owners and work towards their own development and that of the society at large. All interventions aimed at the community necessitate the involvement of local community from initiation to ultimate ownership of the initiative. It ensures this by establishment and participation of Community Based Organization (CBOs) in almost all its programs. The process starts with mobilizing the community support through awareness building activities. Village level committees are formed and participation of women along with people from the marginalized sections is ensured in all the activities.

Institutionalization and strengthening of the community-based organizations like Pani Samithi, village level watershed committees, user groups, SHGs and gram sabha is given utmost importance. Continuous capacity building programs and exposure visits were organised to ensure that the village based committees

are able to fulfill their role properly. Capacity building programs such as leadership building, management of finances, project implementation and exposure/awareness visits ensures that the community is able to realize its potential.

Technical support is provided to ensure long-term sustainability of projects. Village action plans are made with community participation by following participatory appraisals approach. Technical and economic feasibility of the projects are assessed and shared with the community. The contribution structure is chalked out involving all the parties involved in the development process. On completion of the projects, information about the project is disclosed to all by providing the information in public places. Keeping in mind the high level of dependency of the rural poor for credit on non-institutional/informal financing system, TCSRSD has facilitated formation of Self Help Groups (SHGs). At TCSRSD, SHGs have grown from strength to strength over the years. With the formation of women's SHGs, the women are achieving both social and physical mobility. It has empowered women to exercise their choice and has

been able to mobilize a considerable quantum of credit with continuous and repeated support from formal financing institutions. Financing through SHGs has resulted in improvement in asset status and increase in family income. There has been a substantial decline in the debt burden of the poor families due to the services of SHGs. The intervention has made significant change in the behavior to save. It has also become the beacon for all the other programs implemented by TCSRSD.



Best Chemistry Teacher Awards

This project launched in the International Year of Chemistry 2011 (IYC 2011) aims to create a community of 'Chemistry' enthusiasts and exhilaration around the subject. Apart from launching a website (www.humantouchofchemistry.com) to connect masses with the subject, we launched a strategic 'Best Chemistry Teacher Award' to garner support and representation from across educational institutes, Chemistry associations and industry bodies apart from a vast Chemistry lover's community. This is the first successful step towards bringing relevant stakeholders together; engaging with them and creating advocates who would help alleviate the negative perception associated with Chemicals industry. This unique campaign envisaged to bring together a critical mass of people who are related to Chemistry and its allied components and form a community of Chemistry enthusiasts. These champions from across the stakeholder universe would then be the change agents who would help the masses connect with Chemistry as a subject and aid Chemicals regain its rightful position as a responsible technologically focused and innovative industry. Industry bodies like CII (Confederation of Indian Industry), ICC (Indian Chemicals Council), Educational institutes like NCL (National Chemical Laboratories), TIFR (Tata Institute of Fundamental Research), etc. collaborated to make the campaign a mega success. Already significant number of corporate and industry bodies apart from educational institutes have pledged their support for a common cause – Promoting Science and research. This is in line with my organization Tata Chemicals' Credo – "Serving Society through Science"





PRODUCT RESPONSIBILITY: SUPPLY CHAIN CONCERNS

LIFE- Living, Industry and Farm Essentials are the three distinct sectors that Tata Chemicals operates in. Products offered in the living essential portfolio include Tata Salt and its variants (Lite, I-shakti), Tata Swach (water purifier) and Tata I-shakti unpolished Dals. The industry essential portfolio includes Soda Ash and other marine chemicals and the farm essential offerings include Tata Paras (Urea, DAP, NPK) and other agri services.



Product information about the physical dimensions and/or chemical compositions/nutritional information/nutrient content is provided through our product labels/pack declaration and/or catalogues. Round the clock information of our products is available on Company's website and at the call centre. All packages retail/bulk contain product information including product manager's address/CRM contact number to enable consumers to correspond. All of our information is voluntary with various branding elements, with no comment on competitors or regional bias statements. Where ever applicable specific certification requirements of regulatory authorities and some markets like ISI, FSSAI, Halal, etc. are provided on the product labels and/or catalogues.

TCL believes in advertising its products and improving market image on its own merits without encroaching on others by any unethical means. We engage only reputed advertising agencies that are members of ASCI and hence all our advertising is as per codes prescribed by ASCI. Procedure to be followed and adherence to applicable standards codes is under the control of Ethics counselor. There have been no cases of non-adherence of regulations.

As a part of Responsible care we have adopted the Product Stewardship Code with the purpose to make health, safety and environmental protection an integral part of designing, manufacturing, distributing, using, recycling and disposing of products. Product safety encompasses selection of safe raw material, use of safe process and adopting practices for handling product. In other words, product stewardship is driven by entire life cycle of product. Implementing the code is affecting nearly every segment of the company, including manufacturing, distribution, sales and marketing. The Code mandates the sharing of health, safety, and environmental information about the use, storage, and disposal of products with customers, suppliers, distributors, and contractors.



The plant at Mithapur and all packing centres of Tata Salt are HACCP (Hazard Analysis at Critical Control Point) certified. Tata Salt is the singular salt brand in the country to be HACCP certified till the last leg of distribution, making it the most hygienic salt available in India.

As a sustainability initiative reusable primary outer bags have been introduced by the salt team wherein finished product – packed in pet poly pouches of 1 kg - is repacked in the used primary bag, thus reducing overall usage of HDPE (polymer) and making the outer packaging more environment friendly thru' reusability. We are continuously working on reducing packaging through innovative solutions like jumbo bags and enhanced use of bulkers especially in soda ash.

Product safety starts from selection of raw material. These are handled, stored and used in accordance with SHE guidelines. Selection of material suppliers comprise following critical criteria.

- Registered & reputed organization
- Complying all applicable statutes
- Following best SHE management practices at site; & Certified for ISO-9001/ ISO-14001/OHSAS-18001 system

After selection, suppliers' SHE

management practices are re-evaluated by site visit and interaction at shop floor to ascertain whether they are practicing and following SHE practices as stated in Supplier Performance Rating Check List. This enables in gap identification and further improving their management system. Our expertise and experience are also shared with them for dealing with SHE issues related to their operation and practices. Supply chain member is involved in training and awareness to the concerned stakeholders on handling, storage, transportation and distribution.

Transportation is the critical aspect of distribution safety, which depends on selection of right transport and route. Knowledge and awareness of transporter on product safety & their role in case of emergency plays a vital role in accident management. Regular checks, training programs ensure the safe distribution of product. All suppliers and vendors are advised to provide MSDS along with all materials and chemicals for complete information and use of right PPE while handling unwanted emergency. MSDS boards for bulk fertilizers have also been provided to dealers & star retailers so as to create & promote safe handling, storage & use of fertilizers.

EVERY YEAR IN THE MONTH OF DECEMBER/JANUARY AN ADVANCE TRAINING FOR THOSE DRIVERS CARRYING HAZARDOUS CHEMICALS IN TRUCKS/TANKERS IS UNDERTAKEN AND TREM CARD IS PROVIDED TO ALL THOSE TRUCK/TANKER DRIVERS

To further enhance safety we have established the Emergency Chlorine Helpline – a dedicated 24X7 phone line set up to extend help during any chlorine related emergency.

Training by the safety department is also provided every quarter to workmen involved in loading Bromine. Safety Department also conducts on floor mock drills for employees, contractors, loading & packaging workmen to check their preparedness during emergency. Job Safety Analysis (JSA) card is also issued for CC/Marine chemicals both in English & Gujarati language.

Incidents related to product spills, transport accident, bad product & packaging quality are tracked and assessed by supply chain and field staff. Suppliers & Distributors Meet platform is used to express the Company's expectation from distributors, suppliers and transporters. This forum is used for providing all relevant information & training on handling, storage, transportation and distribution of product as and when required.

Customer requirement and Company's image is determined primarily through Customer Satisfaction Surveys for each customer group, customer contact programs, e-customer care, customer feedback captured by our Chem Connect Call Centre, senior leadership visits, Annual Distributors Conference, COO's Club and Customer Care System. Kano model helps us in identifying parameters, which dissatisfy, satisfy and delights the customers. Their feedbacks and

complaints gives an opportunity for improvement. Avalon Consulting, IMRS (Integrated Marketing & Research Services), and IMRB conducts customer satisfaction studies on quarterly/half yearly/annual basis for TCL, covering all Indian territories and international markets where it exports. We also track Brand Equity index through Brand Track studies conducted by Nielsen to measure brand loyalty amongst end consumers for salt and farmers for crop nutrition range. We also conduct a dissatisfaction survey once in two years through Avalon Consulting for our industry chemicals.

A written undertaking is given to all customers about non-disclosure of their responses received for CSI surveys. 100% primary data with respect to customers is on ERP (SAP in form of master data), which is fully secured and no unauthorized access is available to anyone. Changing/creating options are given only to key authorized individuals. We do not share or sell this information except if required under any regulations but after the consent from the concerned person. As such there is no standard procedure to monitor the compliance with legal statutes but for voluntary codes our approach is to maintain brand equity index, monitoring GRP at the time of campaigns. Market studies like monthly retail audit by Nielsen or by IMRB Household panel.

Tata Chemicals builds relationships & enhances customer engagement through various approaches at each stage of the customer life cycle (non-user/lost, new,

regular or engaged). Inputs from CRDP and segmentation process form the basis for identifying and deploying relevant engagement approaches which are cascaded across the value chain.

The Voice Of Customer (VOC) i.e. customer feedback/suggestion/perception is gathered from various sources like regular customer visit of sales team, Feel the Pulse (customer visits of non-marketing team), Communication meetings, QFD, CSI, Customer Circles DART reports, etc. and are integrated on regular basis to serve as inputs for current & future products, services & customer support.

A web enabled Customer Care System (CCS) has been deployed to effectively manage all customer complaints. Customers of industry essential are provided with separate and unique user ID and password for logging of complaints on CCS. Consumers are also provided the contact numbers/e-mail id/address of the customer care cell/Chem Connect on the on the packs/bags. This web enablement of the system helps to reduce the complaint handling time and ensures expeditious closure of complaints. Customers can also view the detailed resolution and can give their feedback on the system. If the resolution is not in line with customer satisfaction, the complaint is rebooked for further action to help in customer involvement and enhancing engagement levels.

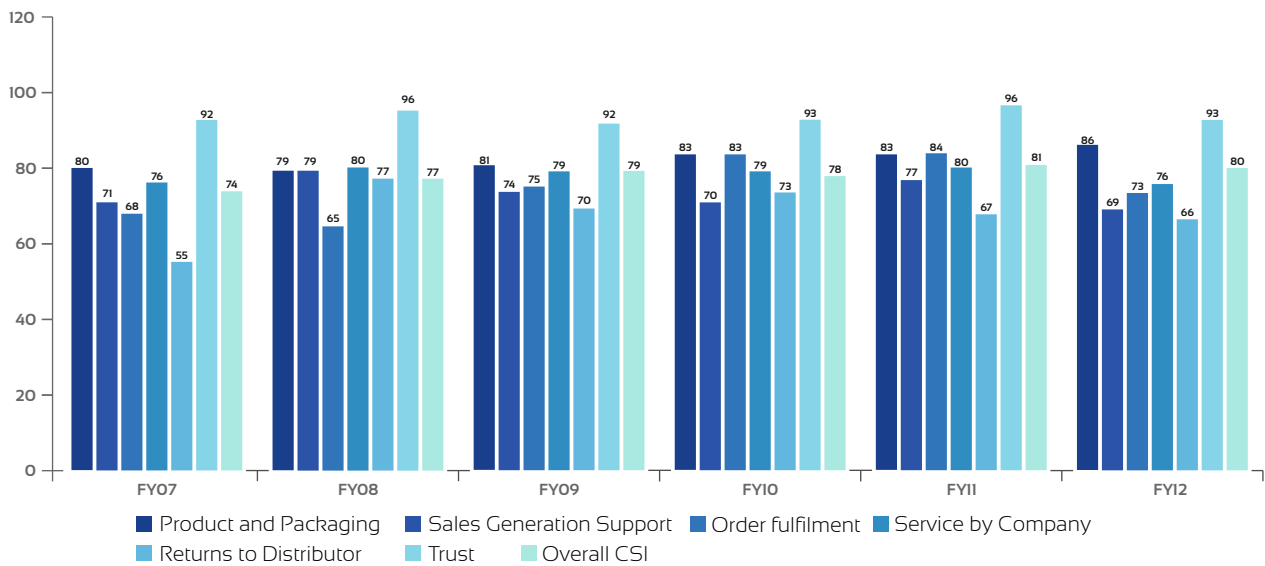
A toll-free number has been provided for providing access to farmers & enable them to register complaints, suggestions or inquire about our products/services.

Farm essential business and its stakeholders have benefited with the deployment of various modes of engagements as shown in table below:

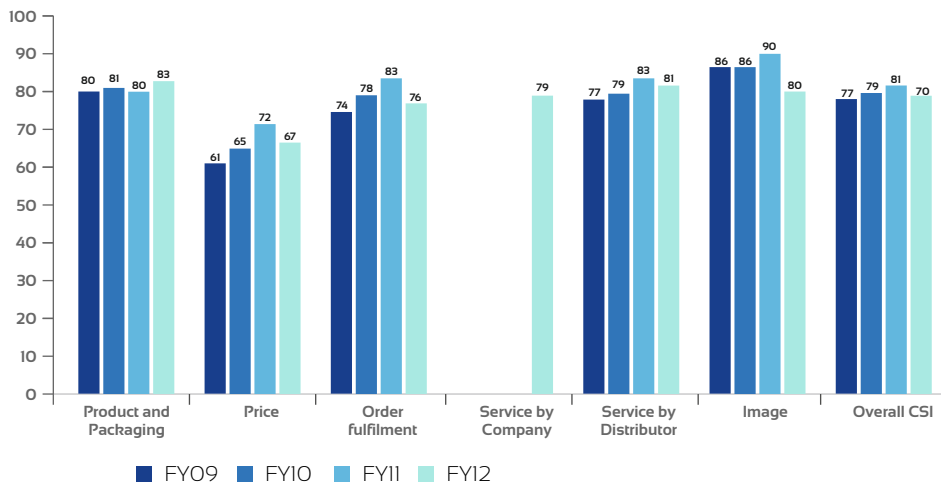
Stakeholder [by priority]	Engagement			Benefits*	
	Method	Mode	Frequency	Business	Stakeholder
Farmer	Soil Testing	Soil Sample collection	Twice a year	Launch of new products	Improved Yield & Quality of produce
	Education	Information Packs/			Safe & optimum use of product
		Training	As per promotional plan	Loyalty of farmers	Safe & optimum use of product, Higher yield
Dealers & Retailers	Safe use of products	Training	Twice a year	Ensuring sustainable & safe use	Safety
	Safe use of products	Display Board at POS	Once a year	Ensuring sustainable & safe use	Safety
	Education	Information Packs			

* Note: Includes financial/non-financial and tangible/non-tangible

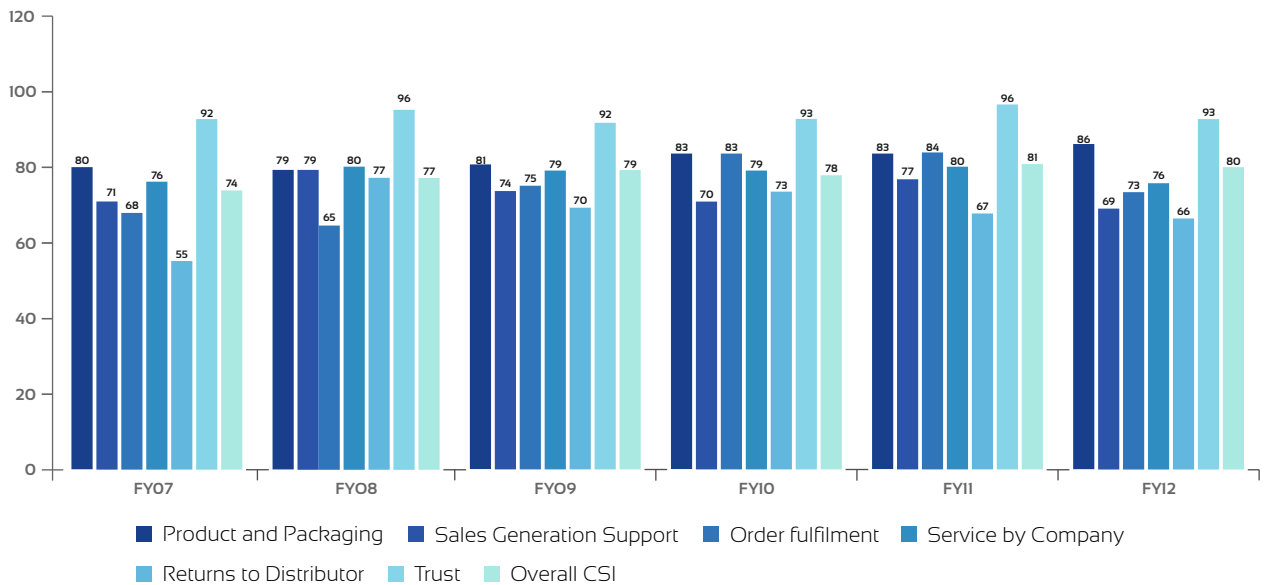
CHANNEL CSI CHEMICALS - ROLLING



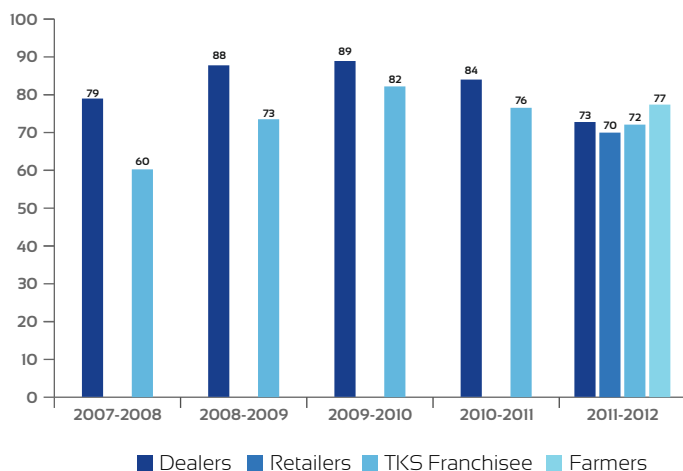
CSI - END USERS CHEMICALS



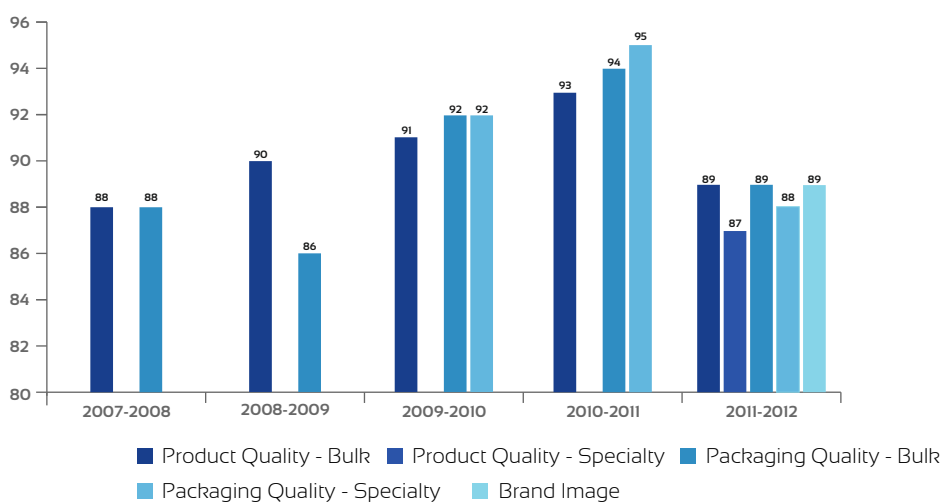
CSI - END USERS CHEMICALS



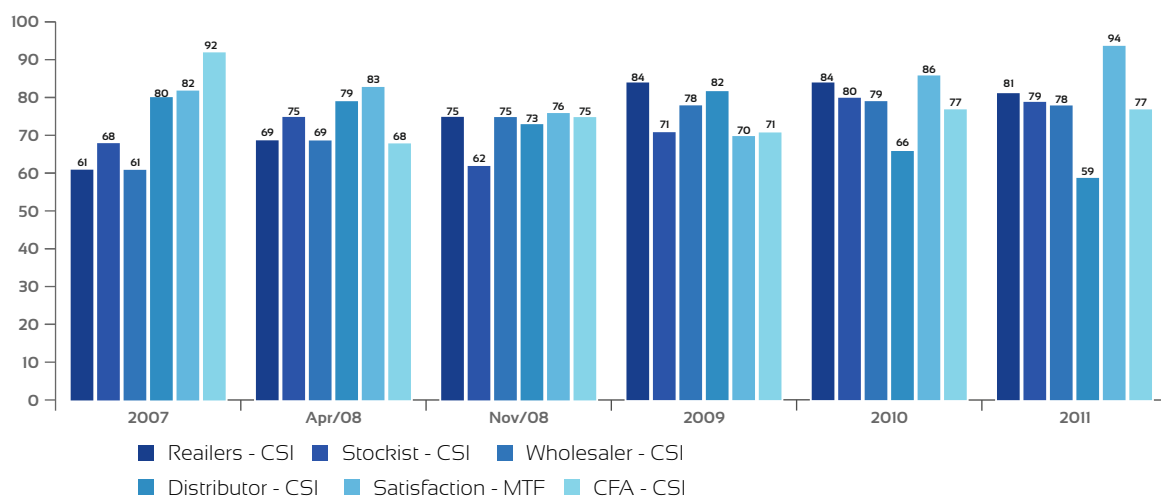
OVERALL CSI SCORES - CNAB



OVERALL CSI SCORES - CNAB



CPB CSI SCORES



DISCLOSURE OF MANAGEMENT APPROACH



OVERARCHING APPROACH

The Mission of Tata Chemicals "Serving Society through Science" along with the vision are the key drivers of sustainability. Our Corporate Sustainability Policy is the guideline for promoting and supporting sustainability programs and processes at all levels. We ensure good governance through various mechanisms that include:

1. Management of Business Ethics process (MBE process)
2. Enterprise Wide Risk Management process (EWRM process)
3. Systems and controls across the organizations that are led by our Board of Directors
4. Adoption of the "Tata Business Excellence Model" (TBEM), a Tata Group wide system to drive excellence within the organization
5. The Enterprise Process Model (EPM) that maps all the processes across the enterprise

ECONOMIC INDICATORS

Various committees of board of directors effectively supervise the financial reporting, risk management, short-term and long-term business planning and sustainability. Please refer to the "Report of Directors and Management discussion and analysis" section of the report and accounts 2011-2012 for a detailed discussion on company's market standing and the context described in the discussion on business environment, opportunities and challenges, pertaining to the company's business. Our integrated financial accounting system has in-built controls with both internal and external audits that are periodically reviewed by the audit mechanism, which ensures a reliable and effective financial reporting, control and compliance.

We run and sponsor capacity, capability, skill building and market linkage programs for communities around our areas of manufacturing facilities so that they promote sustainable livelihoods. Clear and transparent contracts with our partners ensure that livelihood creation extends much beyond our immediate neighbourhood.



ENVIRONMENTAL INDICATORS

The approach towards Safety Health and Environment (SHE) and climate change mitigation are guided by SHE policies that are both at the corporate and site level and the climate change policy. These along with our commitment to Responsible care, World Safety Declaration and various global and national industry forums helps us drive initiatives across the enterprise. We have adopted some of world-class practices such as "DuPont Safety Way" and the British Safety Council Five Star Audit for Safety and Environment Sustainability. All our sites are ISO 14001 (Environment Management Systems) and OHSAS 18001 certified and some of the sites are going through ISRS rating on safety. 'SHE' is reviewed at all levels within the organization starting from the Board to individual departments. Compliance to the Risk Management Program is monitored at all levels.

As a part of our continuous improvement cycle, the manufacturing divisions establish goals and objectives, under Environment Management Programs (EMPs), to improve their environmental performance. These EMPs are reviewed regularly at the Plant, Business and Corporate Reviews and are integrated in Enterprise Balance Score Card along with review by Environment committees and Safety Committee that are presided over by Site Heads with representation at all levels. We have taken up key sustainability goals targeting waste, energy and water management that target both within and beyond the fence. We work with the Tata Group's Climate change cell to take up projects on measurement, tracking and improving on carbon emissions and water footprint.

LABOUR PRACTICES AND DECENT WORK INDICATORS

We consider employees as a key stakeholder. Our focus is to not only improve the current skills but also to build skills for future requirement. Training plays a vital role in enhancing efficiency, productivity and performance of our employees. Programs such as Management Development Program, Supervisory Development Program, Operators Certification Program, Employee Growth Scheme and Achievement Orientation are some of the initiatives deployed across the organization that provide customized training to achieve higher skills and build capacity for future leadership and succession planning. In the organization all the employees whether directly employed by company or through contract are considered as workforce with no differentiation in the workplace practices related to safety, health and environment.

Our manufacturing sites are OHSAS 18001 - Occupational Health and Safety Management certified. As a part of our continuous improvement cycle, the manufacturing sites establish goals and objectives, under Occupational Health & Safety Management this is also cascaded to the departments with specific departmental goals to improve safety performance. The Safety Committee that is presided by Site heads and Head of Departments review Safety and Occupational Health. This is also reviewed periodically by the Management committee. Ergonomic study and health checks are regularly conducted.

HUMAN RIGHTS INDICATORS

Tata Chemicals has consistently worked towards strengthening the governance and legal compliance systems with regular reviews to identify gaps and improvement. We have an open work environment with clearly articulated policies for ensuring transparency and non-discrimination. Systems ensuring equal opportunity and capturing concerns are in place, which have a direct line of sight at the group level through the Tata Code of Conduct. A Prevention Of Sexual Harassment at workplace policy along with a redressal mechanism that is chaired by a woman employee is also in place to ensure a safe work environment and gender equity. We have adopted the policies of SA 8000. We support "fundamental human rights" in all our operational activities and comply with the law of the land.

SOCIETY INDICATORS

Tata Chemicals has always stood by the community around. Aligned with the goals

and vision of the management, our social initiatives programs are guided by a "Community Development Policy". The key focus is on integrated community development through a participatory approach with emphasis on sustainability and capacity building of the community. The process of engagement with the community starts with the identification of key community, their needs and prioritizing interventions. The prioritized needs are translated into appropriate development/ support interventions to meet the requirements of the community. Programs include key areas of Management of natural resources, creation of sustainable livelihoods, empowerment and capacity building of the communities, improving the quality of life through support for health care, education and infrastructure. We share our resources with the neighbouring communities, providing them subsidized medical & health care, building infrastructure such as roads, schools, health care centers and cattle sheds to

name a few. We have established the Tata Chemicals Society for Rural Development (TCSR) for implementing Community Development interventions. We have special programs such as "Desh Ko Arpan" that targets education and "Dharti Ko Arpan" that targets environment and species conservation.


PRODUCT RESPONSIBILITY INDICATORS

We have adopted the "Responsible Care" Principles and have integrated them into our processes. The Product Stewardship Code under Responsible Care drives our effort to minimize health safety and environmental impact of our products across the supply chain. Furthermore, our Innovation Center is focused on developing greener and safer products and alternatives. We adhere to all Indian laws related to marketing communications, including advertising, promotion, and sponsorship. We are in the process of assessing our supply chain with respect to sustainability indicators.



AWARDS AND RECOGNITIONS



- Tata Chemicals wins the National Award for "SIGNIFICANT ACHIEVEMENTS IN EMPLOYEE RELATIONS"
 - Tata Chemicals wins Mother Teresa Award for Corporate Citizen 2011
 - Tata Chemicals wins at Employer Branding Award 2012
 - TCL wins two laurels: "Certificate of Merit" by HP Eco solutions & "Eco recognition"
 - Tata Chemicals makes it to top 5 companies at the FE - EVI Green Business Leadership Awards
 - Tata Chemicals ranked in top ten Carbon Disclosure Leadership Index in Carbon Disclosure Project 2011
 - Tata Chemicals Limited wins CII-ITC Sustainability Awards 2011
 - Tata Chemicals wins 11 Awards including the 'Champion of Champions' Trophy at the 51st Annual ABCI Awards
 - IABC International Gold Quill Award for excellence in communications – First Indian organization to win
 - Tata Chemicals wins Asia's Most Admired Knowledge Enterprise (MAKE) Award 2011
 - Tata Swach Voted by Consumers as the "Product of the Year - 2012"
 - Tata Swach wins award at the Aqua Excellence Awards - 2011 for "Water Supply & Treatment"
 - Tata Chemicals wins in three categories at the Annual FAI Awards 2011
 - Tata Swach awarded Designomist 2011
- 

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Economic

Performance Indicators

No.	Parameter	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
EC1	Direct Economic Value Generated						
		Net sales	4,036.31	8,362.09	5,412.26	6,225.27	7,912.63
	a) Revenues (INR Crores)	Revenues from financial investments	640.53	131.62	257.21	215.62	354.98
		Sales of fixed assets	1.23	0.69	0.07	2.38	12.02
	DEV generated	4,109.02	4,677.11	8,494.40	5,669.54	6,443.27	8,279.63
	Economic Value Distributed						
		Payment to suppliers	2,572.70	2,611.17	3,427.78	4,317.83	6,004.55
		Non-Strategic investments	251.87	252.97	552.99	481.76	224.96
	b) Operating Costs (INR Crores)	Royalties	1.67	4.16	0.95	4.38	6.39
		Depreciation	150.35	148.76	187.19	204.46	224.68
		Facilitation Payments	305.58	309.66	390.62	462.24	518.88
	c) Employee wages & benefits (INR Crores)	Employee salaries	148.98	169.73	204.66	207.38	239.75
		Dividends to all shareholders	172.08	211.25	218.93	254.76	254.76
	d) Payments to providers of Capital (INR Crores)	Borrowing Cost & Foreign Exchange loss on borrowings (Net)	12.80	8.24	314.058	201.52	294.53
		Interest on debts & borrowings	29.93	12.94			
EC2	e) Payment to the government (INR Crores)	Company Taxes	218.88	243.82	217.71	227.59	247.53
		Penalty (if any)	0.00	0.00	0.00	0.00	0.00
	f) Community Investments (INR Crores)	Voluntary donations	1.30	2.38	3.16	5.00	1.54
	EV Distributed	3,866.14	3,975.08	8,339.05	5,518.048	6,366.92	8,017.57
	Economic Value retained	242.88	702.03	155.35	151.492	76.35	262.06
	Financial implications & other risks & opportunities for TCL's activities due to climate change (Page No. 16)						

[illegible]

Environment

Performance Indicators											
No.	Parameter	Unit	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12		
EN1	Materials used by weight or volume										
	Ammonia	MT	1,18,771	1,25,478	1,05,322	87,572	91,799	87,579	97,923		
	Natural Gas	SM ³	37,92,99,696	38,83,02,719	38,35,69,807	36,75,15,192	48,96,34,280	46,15,80,000	48,10,72,249		
	Naptha	MT	424	2,465	22,541	20,977	342	0	389		
	Phos acid (purchased only)	MT	2,40,118	2,51,578	2,15,850	1,82,139	1,92,615	1,79,235	1,88,537		
	Potassium Chloride (MOP)	MT	1,43,619	1,68,380	1,46,753	1,69,912	1,70,558	1,58,071	1,38,035		
	Rock Phosphate	MT	2,13,808	2,00,485	1,61,460	1,51,656	88,679	1,22,808	1,18,772		
	Sea salt as NaCl	MT	1,45,124	14,76,887	13,67,114	18,81,956	19,79,503	18,53,160	17,44,970		
	Total Limestone	MT	17,81,293	19,15,654	17,44,371	17,38,191	16,78,523	16,63,469	17,86,128		
	Soda Ash / CRS	MT	41,731	36,213	48,709	31,867	13,900	10,625	937		
	Sulphur	MT	80,717	80,743	72,940	59,817	45,403	57,468	64,607		
	Packaging Material	No.	7,36,10,189	7,14,69,382	5,79,34,600	6,52,13,888	7,02,23,352	6,75,23,829	7,25,29,437		
	Lubricating Oil	KL	275	241	185	241	220	278	242		
EN2	Percentage of materials used that are recycled input materials										
	Limestone replaced	%	62.24	53.10	46.30	63.30	67.56	63.68	66.33		
	Sulphur Sludge	%	NA	NA	58.46	31.36	20.49	10.90	22.68		
	Neutral Filter Cake	%	2.26	1.29	1.64	1.61	0.62	0.61	0.00		
EN3	Direct energy consumption by primary energy source										
	Total Energy (Direct)	TJ	29,603	28,603	27,719	29,102	30,241	29,442	31,911		
EN4	Indirect energy consumption by primary source										
	Total Energy (In-Direct) from Grid	TJ	7	109	173	169	155	160	141		
	Total Energy (In-Direct) from Renewable Sources (Wind and Solar)	TJ	0	0	0	2	6	6	6		
EN5	Energy saved due to conservation and efficiency improvements										
	En-Con	TJ	244.3	116.4	13.3	172.4	201.8	5.7	32.0		

No.	Parameter	Unit	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
EN8	Total water withdrawal by source								
	Ground Water	KL	55,85,708	55,78,894	63,62,375	62,77,567	71,70,169	66,08,570	66,59,803
	Surface Water - Lake	KL	3,11,674	13,70,300	20,05,752	16,64,383	14,70,093	21,39,627	20,49,034
	Surface Water - Sea Water	KL	8,50,23,100	89,41,0,363	8,34,41,045	8,22,50,889	8,53,78,825	7,72,83,138	8,71,74,684
	Surface Water - Rain Pit Water	KL	0	0	0	0	3,203	2,238	5,011
	Purchased Water - (Mithapur + Ranavav)	KL	0	0	0	17,286	13,737	24,641	56,339
	Other - Public Health Engineering (Municipal Supply)	KL	4,44,963	3,46,958	5,31,424	6,42,677	7,29,843	7,39,602	8,40,146
	Total Water Withdrawal	KL	9,13,65,445	9,67,06,515	9,23,40,596	9,08,52,802	9,47,65,870	8,67,97,816	9,67,85,017
EN10	Percentage and total volume of water recycled and reused								
	Total water recycled and reused	KL	8,56,01,912	9,01,69,438	8,47,28,595	8,32,01,590	8,60,06,485	7,68,77,998	8,68,33,549
	Water recycled and reused	%	94	93	92	92	91	89	90
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high bio-diversity value outside protected areas								
	Land owned	sq. km	-	95.29	95.34	95.48	95.47	95.48	95.19
	Land leased (Mithapur + Ranavav)	sq. km	-	66.17	66.17	66.17	75.41	75.41	75.41
	Land managed in protected areas	sq. km	0.12	0.39	0.39	0.39	0.39	0.39	0.39
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas (Page No. 30)								
EN13	Habitats protected or restored (Page No. 30)								
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity (Page No. 30)								
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk (Page No. 30)								
EN16	Total direct and indirect greenhouse gas emissions by weight								
	Total Direct & Indirect Emission	MT	28,59,566	26,43,165	25,23,274	27,25,359	27,67,209	27,34,275	29,46,748

No.	Parameter	Unit	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
EN17	Other relevant indirect greenhouse gas emissions by weight								
	Total other relevant indirect emission	MT	31,754	38,427	90,994	85,360	86,152	91,908	88,823
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved								
	En-Con, Biomass used and SAM use in place of CRS	MT	14,998	6,795	823	9,927	11,621	460	3,512
EN19	Emissions of ozone-depleting substances by weight								
	Not applicable								
EN20	NOx, SOx, and other significant air emissions by type and weight								
	SPM	MT	1,781	2,067	2,179	1,754	1,758	1,859	2,206.01
	SOx (including acid mist from hal)	MT	1,615	1,204	1,935	1,317	1,237	1,277	1,572
	NOx	MT	632	1,037	1,219	1,423	1,188	1,259	1,310
	NH ₃	MT	920	861	889	716	808	777	873
	Total Fluorides	MT	49	48	43	45	49	48	57
	Total water discharge by quality and destination								
EN21	Quantity	KL	8,76,83,960	8,82,01,749	8,59,70,899	7,47,83,864	7,90,85,221	7,85,73,972	8,02,94,504
	Ammonical Nitrogen / NH ₃	MT	222	284	290	268	287	266	204
	TKN	MT	16.10	21.70	34.30	28.02	34.69	32.11	40.96
	TSS	MT	11,685	11,919	12,459	13,599	16,292	15,784	13,953
	Phosphate	MT	1.99	1.08	0.96	0.95	1.26	1.30	1.56
	Fluoride	MT	0.53	0.56	0.44	0.30	0.34	0.36	0.25
EN22	Total weight of waste by type and disposal method								
	Total Waste	MT	13,58,410	706110	28,11,757	6,61,609	5,98,998	6,16,486	8,26,362
	Non-hazardous Waste	MT	13,58,313	705988	28,11,114	6,61,224	5,98,767	6,15,042	8,25,849
	Hazardous Waste	MT	88	113	636	378	224	474	665
	Biomedical Waste	MT	5	4	4	5	5	5	5
	Other Waste	MT	4	5	3	3	2	1	3
EN23	Total number and volume of significant spills								
	Zero spills								
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								
	Not applicable								

No.	Parameter	Unit	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12
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								
	Not applicable								
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation								
	Aspect-Impact as per ISO 14001 and Responsible Care for impact mitigation								
	Emergency preparedness plan in case of any mishap during transportation of hazardous chemicals								
EN27	Percentage of products sold and their packaging materials that are reclaimed by category								
	Measurement not taken up. The pilot to be completed in 2012-13								
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations								
	Nil								
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce								
	Responsible care for impact mitigation. Emergency preparedness plan in case of any mishap during transportation of hazardous chemicals								
EN30	Total environmental protection expenditures and investments by type								
	Revenue Expenditure	Rs.	35,05,09,870	9,70,52,2711	42,17,25,415	27,50,56,042	41,89,08,398	61,72,97,027	46,70,49,256
Social									
Performance Indicators									
No.	Parameter	Unit	2007-08	2008-09	2009-10	2010-11	2011-12		
LAI	Total workforce by employment type, employment contract & region								
	Management	No.	836	892	912	895	943		
	Supervisory	No.	613	620	617	643	674		
	Non-Management	No.	1,762	1,710	1,661	1,588	1,486		
	Trainee	No.	113	118	20	40	73		
	Total	No.	3,324	3,340	3,210	3,166	3,176		
LA2	Total number & rate of employee turnover: Attrition Rate								
	Management	%	18.3	10	7	7	9		
	Overall	%	7.6	6	4.2	6.8	5.3		

LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations (Page No. 39)									
LA15	Return to work and retention rates after parental leave, by gender									
	100%									
LA4	Percentage of employees covered by collective bargaining agreements (Page No. 68)									
	Unions cover workmen of Haldia & Mithapur									
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements (Page No. 35 - 40)									
No.	Parameter	Unit	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	
LA6	Percentage of total workforce represented in formal joint management-worker health & safety committees that help monitor & advise on occupational health & safety programs									
	Workforce in JMC	%	9.3	9.4	12.0	13.0	13.5	13.9	13.6	
	Rates of injury, occupational diseases, lost days, absenteeism and total number of work related fatalities by region									
	Fatalities	No.	1 (at Mithapur)	3 (at Mithapur)	2 (1 at Mithapur & 1 at Haldia)	0	1 (at Mithapur)	0	3 (2 at Mithapur & 1 at Haldia)	
	Injury Rate	No. of Injuries per 2.0 Lakhs man-hr	1.88	1.52	1.42	1.04	0.63	0.67	0.75	
LA7	Occupational Disease Rate	No. of Cases per 2.0 Lakhs man-hr	0	0	0	0	0	0	0	
	Lost Day Rate (For lost time accidents the lost days counting starts the day after the accident and days are counted as per calendar days)	No. of Lost days per 2.0 Lakhs man-hr	71	219	136	7	72	4	176	
	Absentee Rate (Absentee days are recorded only for Haldia Non-Management category of worker and calculated absentee day rate is with respect to total no. of workforce days worked for Haldia)	No. of absent days per 2.0 Lakhs mandays worked	1652	2074	1255	1230	1140	1231	907	

Education, training, counseling, prevention, & risk control programs in place to assist workforce members, their members, their families, or community members, their families, or community members regarding serious diseases										
	High-risk workers	No.		0		0		0		0
	Assistance programs									
	Location		Program Recipients		Education /Training		Counseling		Prevention/Risk Control	Treatment
LA8	MITHAPUR		Workers		Yes		Yes		Yes	Yes
			Workers' Family		Yes		Yes		Yes	Yes
			Community Members		Yes		Yes		Yes	No
	BABRALA		Workers		Yes		Yes		Yes	Yes
			Workers' Family		Yes		Yes		Yes	Yes
			Community Members		Yes		Yes		Yes	Yes
	HALDIA		Workers		Yes		Yes		Yes	Yes*
			Workers' Family		Yes		Yes		Yes	Yes*
		Community Members		Yes		Yes		Yes	No	
	Note LA8 -*Facility is not in the company premises reimbursement is provided after submission of bills									
LA9	Health & safety topics covered in formal agreements with trade unions (Page No. 34)									
	As per the Factories' Act and Rules which is in line with the ILO guidelines									
No.	Parameter	Unit	2007-08	2008-09	2009-10	2010-11	2011-12			
	Average hours of training per year per employee by employee category									
LA10	Training Days/employee	Days	5.67	5.2	5.1	5.3	3.68			
	Training Hours/employee	Hrs	45.6	41.7	40.5	42.4	29.47			
LA11	Program for skills management & lifelong learning that support the continued employability of employees & assist them in managing career endings (Page No. 35 - 40)									
LA12	Percentage of employees receiving regular performance & career development reviews (Page No. 35 - 40)									
	Employees covered under Performance management system	%	53	49	49.5	100	100			
	Composition of governance bodies & breakdown of employees per category according to gender, age group, minority group membership & other indicators of diversity									
LA13	Female employees (TCL)	%	4.09	4.09	4.29	4.48	4.42			
	Management (female employees)	%	6.53	6.97	6.59	6.18	6.20			
	Non-Management (female employees)	%	3.16	3.35	3.39	3.50	3.56			

LA14	Ratio of basic salary of men to women by employee category									
	No discrimination									
No.	Parameter	Unit	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12		
SO1	Nature, scope & effectiveness of any programs & practices that assess & manage the impacts of operations on communities including entering, operating & exiting									
	Community Satisfaction/Engagement index	Index 1-5	3.80	4.10	3.69	3.79	4.07	4.20		
	CS Protocol Index	Index 1-1000	582	591	654	687	714	735		
SO9 - S10	Operations with significant potential or actual negative impacts on local communities Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities (Page No. 52)									
	Percentage & total number of business units analyzed for risks related to corruption									
SO2	100% business units analyzed for risks related to corruption. TCL is planning to conduct a comprehensive "fraud risk assessment" through an external expert agency									
SO3	Percentage of employees trained in TCL's anti-corruption policies & procedures									
	Employees trained	%	100	100	100	100	100	100		
SO4	Incidents on corruption									
	No of incidents reported on corruption	Nos.	2	3	0	1	0	0		
	Actions taken in response to incidents of corruption	Dismissal	1	1	0	1	2	4		
		Contract not renewed	0	1	0	0				
SO5	Public policy positions & participation in public policy development & lobbying (Page No. 40)									
	Total value of financial & in-kind contributions to political parties, politicians & related institutions by country									
SO6	Contribution of political parties & related institutions	Rs.	0	0	0	0	0	0		
	Total number of legal actions for anti-competitive behavior, anti-trust & monopoly practices & their outcomes									
SO7	No. of legal actions	No.	0	0	0	0	0	0		
	Monetary value of significant fines & total number of non-monetary sanctions for non-compliance with laws & regulations									
SO8	Fines & sanctions	Rs.	0	0	0	0	0	0		



BOARD OF DIRECTORS

★ **Mr. Ratan N. Tata**
(Chairman)

★ **Mr. R. Gopalakrishnan**
(Vice Chairman)

★ Mr. Nusli N. Wadia
★ Mr. Prasad R. Menon
★ Mr. Nasser Munjee
★ Dr. Yoginder K. Alagh
★ Dr. Vijay L. Kelkar
★ Mr. E. A. Kshirsagar
★ Dr. Y. S. P. Thorat
★ Mr. Cyrus P. Mistry

★ **Mr. R. Mukundan**
(Managing Director)
★ **Mr. P. K. Ghose**
(Executive Director & CFO)

Audit Committee

Mr. Nasser Munjee
(Chairman)
Mr. R. Gopalakrishnan
Dr. Yoginder K. Alagh
Mr. Eknath A. Kshirsagar

Executive Committee of the Board (ECOB) (Non-Statutory)

Mr. Ratan N. Tata
(Chairman)
Mr. R. Gopalakrishnan
Mr. Nusli N. Wadia
Mr. Prasad R. Menon
Dr. Yoginder K. Alagh
Mr. Cyrus P. Mistry
Mr. R. Mukundan
Mr. P. K. Ghose

Shareholders/Investors Grievance Committee

Dr. Yoginder K. Alagh
(Chairman)
Mr. R. Mukundan

Remuneration Committee

Mr. Nusli N. Wadia
(Chairman)
Mr. Ratan N. Tata
Mr. R. Gopalakrishnan
Mr. Nasser Munjee

Nomination Committee (Non-Statutory)

Dr. Yoginder K. Alagh
(Chairman)
Mr. Ratan N. Tata
Mr. R. Gopalakrishnan

Ethics & Compliance Committee (Non-Statutory)

Dr. Yoginder K. Alagh
(Chairman)
Mr. R. Mukundan

Safety Health Environment and Sustainability Committee (SHES) (Non-Statutory)

Mr. Prasad R. Menon
(Chairman)
Mr. Nasser Munjee
Dr. Y. S. P. Thorat
Mr. R. Mukundan

★ Executive Director
★ Non-Independent, Non-Executive Director
★ Independent & Non-Executive Director



KPMG (Registered)
Lodha Excelus
1st Floor, Apollo Mills Compound
N. M. Joshi Marg
Mahalakshmi
Mumbai - 400 011
India

Telephone +91 (22) 3989 6000
Fax +91 (22) 3090 2511
Internet www.kpmg.com/in

Independent Assurance Statement

To the Management of Tata Chemicals Limited

KPMG was engaged by Tata Chemicals Limited (TCL) to provide assurance on its biennial Sustainability Report ('the Report') for the financial year 2010-11 and the financial year 2011-12 in line with the "Limited Assurance" requirements of ISAE 3000 (Revised), Assurance Engagements Other Than Audits or Reviews of Historical Financial Information by International Federation of Accountants' (IFAC) International Standard for Assurance Engagements and "Type 2 Moderate Level" assurance requirements of AA1000 Assurance Standard 2008 by AccountAbility.

Scope of assurance

The assurance has been provided for the sustainability data and information presented by TCL in its Report. Our scope of assurance included data and information for the period 01 April 2010 to 31 March 2011 and 01 April 2011 to 31 March 2012 based on Global Reporting Initiative's (GRI) G3.1 Guidelines and other relevant sustainability guidelines or initiatives. The data and information for the Report was sourced from TCL's operations at Babrala, Haldia and Mithapur along with the Corporate Office in Mumbai and Noida, and Research Centre in Pune.

Limitations and exclusions

Our assurance process was subject to the following limitations and exclusions:

- Verification of data or information related to TCL's financial performance, sourced from its audited annual reports
- Verification of any statement indicating intention, opinion, belief and / or aspiration by TCL.

Work performed

Our work included the following procedures involving a range of evidence-gathering activities as explained below:

- Assessment and review of materiality and stakeholder engagement framework deployed at TCL
- Review of sustainability governance framework at TCL
- Interaction with TCL's senior management.
- Verification visits to TCL's sites:
 - o Babrala
 - o Haldia
 - o Mithapur
 - o Corporate Office in Mumbai
 - o Corporate Office in Noida
- Review of systems deployed for collection, collation and analysis of sustainability data and information on annual basis.
- Interviews with TCL's personnel responsible for managing above-mentioned systems.
- Evaluating the Report's content to ascertain its application level as per the criterion mentioned in the Global Reporting Initiative's G3.1 Guidelines.
- Testing on a sample basis, the evidence supporting the data and information including interactions with sample set of stakeholders across operations.
- Review of the Report to ensure that there is no misrepresentation of disclosures as per scope of assurance and our findings.
- To assess if TCL has included relevant stakeholders while developing and achieving an accountable and strategic response to sustainability
- To assess if the Report includes material information required by TCS's significant stakeholders to able to make informed judgements, decisions and / or actions
- To assess if TCL has appropriately responded to stakeholder concerns in line with its internal / external policies / standards and adequately communicated these in the Report.

Our procedures selected depend on our judgment, including the assessment of the risks of material misstatements of selected performance indicators and disclosures and our assessment of the internal controls relevant to the company's preparation and presentation of the sustainability information in the Report. Our procedures were designed to gather sufficient appropriate evidence to determine that the selected performance information is not materially misstated. The improvement opportunities identified at the sites are reported to TCL's management as part of our management report. These do not, however, affect our conclusions regarding the Report, and they are consistent with the management action plans.

Conclusion

Based on the 'work performed' in line with the 'Scope of assurance', 'Limitations and exclusions', nothing has come to our attention for us to not believe that Report meets the requirements of GRI G3.1 guidelines on sustainability reporting and principles under AA1000APS 2008 as follows:

- The data and information presented in the Report for the reporting period are fairly stated, in all material aspects, and as per reporting principles.
- TCL engaged with its significant stakeholders through formal and informal channels and the feedback of the same has been used in defining the contents of the Report in line with the Principle of Inclusivity (AA1000APS 2008)
- TCL adopted a holistic approach to identify and report on material issues in line with the Principle of Materiality (AA1000APS 2008)
- TCL has responded to issues raised by its stakeholders at the corporate and local levels through existing policies, management systems and a stakeholder dialogue mechanism based on a partnership approach, in line with the Principle of Responsiveness (AA1000APS 2008)

Independence

Our work was performed in compliance with the requirements of the IFAC Code of Ethics for Professional Accountants, which requires, among other requirements, that the members of the assurance team (practitioners) as well as the assurance firm (assurance provider) be independent of the assurance client, including not being involved in writing the Report. The Code also includes detailed requirements for practitioners regarding integrity, objectivity, professional competence and due care, confidentiality and professional behavior. KPMG has systems and processes in place to monitor compliance with the Code and to prevent conflicts regarding independence.

Responsibilities

Our responsibility is to express our conclusions in relation to the assurance scope listed above. We conducted our engagement with a multidisciplinary team including specialists in ISAE 3000, AA1000AS (2008), stakeholder engagement, auditing environmental, social and economic information and with experience in similar engagements. TCL is responsible for developing the Report contents. TCL is also responsible for identification of material sustainability issues, establishing and maintaining appropriate performance management and internal control systems and derivation of performance data reported.

This assurance statement is made solely to TCL in accordance with the terms of our engagement. Our work has been undertaken so that we might state to TCL those matters we have been engaged for. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than TCL for our work, for this statement, or for the conclusions we have reached. By reading this statement, stakeholders agree and accept and agree to the limitations and disclaimers mentioned above.



Santhosh Jayaram
Technical Director
KPMG

24 June 2013



ANNEXURES

(LA-I) Total workforce by employment type, employment contract, and region, broken down by gender



Total number and rate of new employee hires and employee turnover by age group, gender and region

Age Cluster	New Hire		Separation	
	Male	Female	Male	Female
Below 30	105	8	57	10
Between 31 - 50	67	2	58	3
Above 50	3	0	7	1
Total	175	10	122	14

Percentage of employees covered by collective bargaining agreements – 47% of employees

Percentage of employees receiving regular performance and career development reviews, by gender - 100% of permanent employees

Average hours of training per year per employee by gender, and by employee category



Program for skills management

TCL India											
Sr. No	Topics	Chemicals		CNAB			CPB	WaPu	Corporate	Innovation Centre	Biofuels
		Mithapur	Non-Site	Babrala	Haldia	Non-Site					
1	Training or assistance program to upgrade skills	✓		✓	✓	✓			✓	✓	
2	Internal training provided	✓	✓	✓	✓	✓	✓		✓	✓	
3	Funding support for external training	✓		✓	✓	✓			✓	✓	
4	Sabatical leaves	✓		✓	✓	✓		✓		✓	
5	Transition assistance program for retiring / terminated employees	✓		✓	✓	✓					
6	Pre-retirement planning	✓		✓	✓	✓					
7	Severance pay	✓		✓		✓					
8	Job placements	✓	✓	✓	✓	✓					
9	Assistance / Counselling for transition to a non-working life	✓		✓	✓	✓					

Governance Bodies

Sr. No	List of Governance Bodies
1	AQC
2	WPRM
3	Apex SHE Committee
4	CCM
5	SHE Committee
6	TCoC Committee
7	Grievance Committee
8	POSH Committee
9	Management Council
10	EXCOM
11	Safety Committee

Significant Contracts / agreements

Sr. No	List of Significant Contracts / agreements
1	Bagging contract
2	Security contract
3	Industrial canteen contract
4	Guest house contract
5	Contract with Mafoi
6	Rent agreement
7	Agreement with I-Shakti vendors - 6
8	Agreement with CFAs - 27
9	Agreement with the permanent non-management employees
10	Agreement with the contract labor union
11	Agreement with the security labor union
12	Agreement with raw material handling contract labor at the dockside
13	SLA with accounts department
14	Agreement with rack loading contract labors
15	Tata Swach plastic components moulding & assembly operations - (5 Nos)
16	Last Settlement Signed with Chemicals Kamdar Sangh (Union) on 15th Nov - 2011

Forums where employee can raise their grievances





Sr. No	List of Forums where employee can raise their grievances
1	Communication meets with senior leaders
2	HR Clinics in shop floor
3	AQC meetings by invitees
4	Focus Group Discussions with different segments of employees
5	Pulse Workshops for improving employee engagement
6	Suggestion Schemes
7	HR Connect
8	Spandan - Bi-annual meet of Consumer Product Business
9	CMC meetings by invitees
10	Monthly meetings and weekly reviews
11	Inorganica - Annual meet of Chemicals Non-Site
12	Directly to HR SPOC/Leadership
13	Departmental Meetings
14	AWAAZ Workshop
15	Grievance Cell - by filling up forms
16	Personal Contacts
17	Grievance Redressal System for Workmen
18	Plant Round by Sr. Leadership / HR Team

GRI Application Levels

To indicate that a report is GRI-based, report makers declare the level to which they have applied the GRI Reporting Framework via the "Application Levels" system.

To meet the needs of beginners, those somewhere in between, and advanced reporters, there are three levels in the system. They are titled C, B, and A. The reporting

criteria at each level reflect a measure of the extent of application or coverage of the GRI Reporting Framework.

Report Application Level		C	C+	B	B+	A	A+ 
Standard Disclosures	G3 Profile Disclosures 	Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15	Report Externally Assured	Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17	Report Externally Assured	Same as requirement for Level B	Report Externally Assured
	G3 Management Approach Disclosures 	Not Required		Management Approach Disclosures for each Indicator Category		Management Approach Disclosures for each Indicator Category	
	G3 Performance Indicators & Sector Supplement Performance Indicators 	Report on a minimum of 10 Performance Indicators, including at least one from each of Economic, Social and Environmental.		Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human Rights, Labor, Society Product Responsibility.		Report on each core G3 and Sector Supplement Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission.	

Sector supplement in final version

To know more about GRI please visit www.globalreporting.org



Mission

Serving Society through Science

Vision

- We shall be amongst premier chemical companies by:
- Leveraging Science to deliver new and innovative offerings
 - Enhancing value to our customers
 - Delivering Superior Returns to our shareholders
 - Leading in corporate sustainability
 - Nurturing innovation, learning through diversity and team work amongst employees

Values

Integrity, Safety, Excellence, Care & Innovation

TATA CHEMICALS LIMITED

Date : 15th January 2010

Managing Director



Quality Policy

Tata Chemicals Limited commits itself to become the company of choice by providing products and services at competitive costs. We will continually enhance product quality, process performance and skills of our employees leading to customer delight.

Quality Objectives

- Develop Employee skills to meet internal and external customer requirements.
 - Improve systems and processes in line with changing customer needs.
 - Upgrade product quality by process improvement.
- Adhere to specified requirements (internal and external) on quality and deliveries.
 - Strengthen the Supplier / Partner relationship.
 - Meet cost targets.
- Improve satisfaction index of Channel Partners (Dealers, Distributors, C&F agents, etc) through support and development.
- Improve Customer Satisfaction Index and reduce customer complaints and dissatisfaction.

TATA CHEMICALS LIMITED

Date: 21st May 2009

Managing Director



Corporate Sustainability Policy

Tata Chemicals Limited will consistently strive to enrich the quality of life of people, positively impact the communities that we operate in and care for the environment, while generating economic benefit.

We respect the needs of both the current and future generations and are committed to Sustainable Development as a core business practice.

As a member of the Global Business Community, we shall conduct our activities with integrity and fairness, to the highest standards of Corporate Social Responsibility, while engaging with, understanding and respecting the interests of all stakeholders.

Specifically, the principles we follow are:

- Upholding the highest standards of Business Ethics and Corporate Governance.
- Respecting the universal declaration of human rights and the International Labour Organization's fundamental conventions on core labour standards
- Conducting all our operations in a manner that is protective of the environment, health and safety of our workforce, customers and the community.
- Striving to develop new products and improve existing ones to consistently enhance the value proposition to our customers while taking care of the environment, throughout their life cycle.
- Advocating with, encouraging, and supporting our partners and others to embrace similar ethical and social responsibility standards.
- Encouraging diversity of culture, experience and expertise while creating an environment that fosters achievement, innovation, learning and teamwork in our workforce.
- Setting targets, measuring and reporting our performance across Human, Social, Environmental and Financial dimensions

TATA CHEMICALS LIMITED

Date: 21st May 2009

Managing Director



SOCIAL ACCOUNTABILITY POLICY

It is our policy to conduct our business in a socially responsible manner by complying with all the requirements of SA 8000 standard.

To that end we are committed to:

- Comply with applicable state, national and international legislations, ILO and UN conventions on ethical business.
- Continual improvement in our performance through management reviews, open communications and providing a favourable employment environment.
- Actively promote and encourage the pursuit of ethical excellence not only within the company but also amongst our suppliers and customers.

TATA CHEMICALS LIMITED

Dated: 22nd January, 2009
Place: Mumbai

Managing Director



Community Development Policy

Tata Chemicals pledges itself to care for and serve the community by:

- Designing, evolving and implementing sustainable, replicable and scaleable development models, that leads to measurable socio-economic development of the community and ecological development in its area of influence.
- Involving the community in all stages of the process, in the true spirit of participatory development.
- Having focused and transparent processes, that provides for equal opportunity, while improving the quality of life.
- Partnering and networking with government, development agencies, corporate bodies and NGOs to implement appropriate community development programs.
- Creating knowledge resource centers to transfer and share information and help build capacities of partners and the community.
- Involving the employees in volunteering for community Development programs.

TATA CHEMICALS LIMITED

Date: 21st May 2009

Managing Director



Affirmative Action Policy

Tata Chemicals Limited abides by the Tata Group Affirmative Action Policy and commits to the following:

- Tata Chemicals Limited believes in social equity
- The company adheres to the principle of equal opportunity, irrespective of caste, whether in recruitment or career advancement within the organization
- The company is also committed to directly conducting or supporting initiatives to ensure an equal footing for socially and economically disadvantaged sections in the country at large, and specifically the Scheduled Caste and Scheduled Tribe communities.
- Towards the ultimate goal of enhancing their employability and entrepreneurship abilities, Tata Chemicals Limited is committed to creating and promoting access to quality education and technical skills and competencies for members of the SC/ST communities. Further, to speedily enable these communities overcome the social discrimination that has prevented them from realizing their potential as productive members of society, Tata Chemicals Limited will assist members from these communities for employment opportunities and as business associates, provided everything else (merit for employment; cost and quality for business associates) is equal.

TATA CHEMICALS LIMITED

Date: February 14, 2011

Managing Director



Safety, Health and Environment Policy

Tata Chemicals shall uphold its position as a leader in the chemical industry by conducting all its operations in a manner that is protective of the environment and health and safety of employees, customers and the community.

In fulfillment of this commitment, we shall maintain a continuing effort to:

- Comply with all applicable safety, health and environment laws and regulations.
- Enhance Safety, Health and Environment (SHE) awareness among employees and associated stakeholders through effective communication and training.
- Investigate all workplace incidents and illnesses in order to promptly correct any unsafe conditions or practices.
- Integrate SHE considerations into business planning and decision making.
- Champion SHE responsibility among our employees in their practices, and promote and value their involvement in achieving the goals of this policy.
 - Increase shareholder value through SHE excellence.

TATA CHEMICALS LIMITED

Date: 21st May 20⁰⁹

Managing Director



TATA CHEMICALS LIMITED

Date: 11th January, 2010
Revision No. - 0

We have adopted above "Climate Change Policy for Tata Companies" for implementation

Managing Director



ABBREVIATIONS

ADAPT	Action for Downturn Alleviation of Profit in Turbulent Times	ESF	Effluent Solid Filtrate
AGM	Annual General Body Meeting	ETP	Effluent Treatment Plant
AIChE	American Institute of Chemical Engineers	EXCOM	Executive Committee
AMAI	Alkali Manufacturers' Association of India	JMC	Joint Management-Worker Health & Safety Committee
AMT	Achievement Motivation Training	FAC	First Aid Case
APC	Apex Policy Committee	FAEA	Foundation for Academic Excellence and Access
AQC	Apex Quality Council	FAI	Fertilizer Association of India
ASCI	Advertising Standards Council of India	FICCI	Federation of Indian Chambers of Commerce and Industry
BCSD	Business Council for Sustainable Development	FSSAI	Food Safety and Standards Authority of India
BELP	Business Excellence Leaders Program	GET	Graduate Engineer Trainee
BPO	Business Process Outsourcing	GHG	Greenhouse Gas
BSC	Balance Score Card	GRI	Global Reporting Initiative
BSC	British Safety Council	GRIMCO	Gujarat Rural Industries Marketing Cooperative
CAT	Centre for Agriculture & Technology	HACCP	Hazard Analysis Critical Control Points
CCEMC	Corporate Capital Expenditure Management Committee	HAZOP	Hazard and Operability Study
CCS	Customer Care System	HDPE	High Density Poly Ethylene
CDM	Clean Development Mechanism	HIRA	Hazard Identification and Risk Analysis
CDP	Carbon Disclosure Project	HOPE	Harnessing Opportunities for People Empowerment
CFA	Carry Forward Agency	IC	Innovation Centre
CFO	Chief Financial Officer	ICRISAT	International Crop Research Institute for Semi-Arid Tropics
CFT	Cross Functional Team	ICSI	Internal Customer Satisfaction Index
CII	Confederation of Indian Industry	IFA	International Fertilizer Industry Association
CO₂e	Carbon Dioxide Equivalent	IGNOU	Indira Gandhi National Open University
CoP	Community of Practices	ILO	International Labour Organization
CoRE	Corporate Roundtable on Development of Strategies for the Environment and Sustainable Development	ISO	International Organization for Standardization
CPB	Consumer Products Business	ISI	Indian Standards Institute
CPCB	Central Pollution Control Board	JMC	Joint Management Committee
CRDP	Customer Relationship Development Program	JV	Joint Venture
CRS	Crushed Refined Soda	KAM	Key Account Management
CTC	Carbon Tetra Chloride	KSS	Knowledge Sharing Sessions
CS	Corporate Sustainability	LCA	Life Cycle Assessment
CSI	Community / Customer Satisfaction Index	LTIR	Lost Time Injury (Frequency) Rate
CSPI	Corporate Sustainability Protocol Index	LTS	Long Term Settlement
CSR	Corporate Social Responsibility	LTSP	Long Term Strategic Plan
CSSGM	Corporate Sustainability Steering Group Meeting	LWC	Lost Work Day Case
DAP	Di-Ammonium Phosphate	MBE	Management of Business Ethics
EGA	Employee Growth Scheme	MD	Managing Director
EIA	Environmental Impact Assessment	MDP	Management Development Program
EPM	Enterprise Process model	MNP	Marine National Park
EMP	Environment Management Programme	MOP	Muriate of Potash
ERP	Enterprise Resource Planning		

MOU	Memorandum Of Understanding
MSDS	Material Safety Data Sheet
MT	Metric Tonne
MT	Management Trainee
MTC	Medical Treatment Case
NABARD	National Bank for Agriculture & Rural Development
NFC	Neutral Filter Cake
NGO	Non-Government Organization
NRM	Natural Resource Management
OD	Ozone Depletion
ODS	Ozone Depleting Substances
ODSE	Other Directly Supervised Employees
OHI	Occupational Health Index
OHSAS	Occupational Health and Safety Advisory Services
OPD	Out Patient Department
PIPE	Personal and Inter Personal Effectiveness
PF	Pulmonary Function
PFI	Population Foundation of India
PHE	Public Health Engineering
PIPE	Personal & Interpersonal Effectiveness
PMS	Performance Management System
POSH	Prevention Of Sexual Harassment
PPC	Portland Pozzolana Cement
PPE	Personal Protective Equipment
PSI	Professional Service Industries
QFD	Quality Function Deployment
RC	Responsible Care
RCA	Root Cause Analysis
RWC	Restricted Work Case
SA	Social Accountability
SAM	Soda Ash, Magadi
SBU	Strategic Business Unit
SDM	Strategy Deployment Mechanism
SDP	Supervisor Development Program
SDTT	Sir Dorabji Tata Trust
SHE	Safety, Health and Environment
SHES	Safety, Health, Environment and Sustainability
SHG	Self Help Group
SLA	Service Level Agreement
Sp.	Specific
SPCB	State Pollution Control Board
SPL	Standard Performance Level
SPM	Suspended Particulate Matter
SPOC	Single Point Of Contact
SRM	Supply chain relationship Management
SRTT	Sir Ratan Tata Trust
SS	Support Services
SSP	Single Super Phosphate
SSERC	Sweet Sorghum Ethanol Research Consortium

STPP	Sodium Tri-Poly Phosphate
TBEM	Tata Business Excellence Model
TCDV	Tata Chemicals Dayanand Anglo-Vedic
TCL	Tata Chemicals Limited
TCOC	Tata Code of Conduct
TCSR	Tata Chemicals Society for Rural Development
TERI	The Energy Research Institute
TJ	Terra Joule
TKN	Total K-jeldhal Nitrogen
TKS	Tata Kisan Sansar
TLP	Tata Leadership Practices
TQMS	Tata Quality Management Services
TRIR	Total Recordable Injury (Frequency) Rate
TSDF	Treatment, Storage & Disposal Facility
UK	United Kingdom
UN	United Nations
UNFCCC	United Nations Framework Convention on Climate Change
UNGC	United Nations Global Compact
US	United States
USA	United States of America
VDU	Visual Display Unit
VFD	Variable Frequency Drive
VOC	Voice of Customer
WASMO	Water and Sanitation Management Organization
WPRM	Weekly Performance Review Meeting
YOY	Year on Year



Bombay House, 24 Homi Mody Street, Fort, Mumbai- 400 001.

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