



SustaiNe>>>t

Driving Sustainability Today and in Future

TATA MOTORS LIMITED
Sustainability Report 2014-15

The logo for 'SustaiNext' is centered within a white circular border. The word 'SustaiNext' is written in a bold, dark blue sans-serif font. The 'X' is a large, stylized blue character that overlaps the 'N' and 'e'. Below the main text, the tagline 'Driving Sustainability Today and in Future' is written in a smaller, dark blue sans-serif font.

SustaiNext

Driving Sustainability Today and in Future

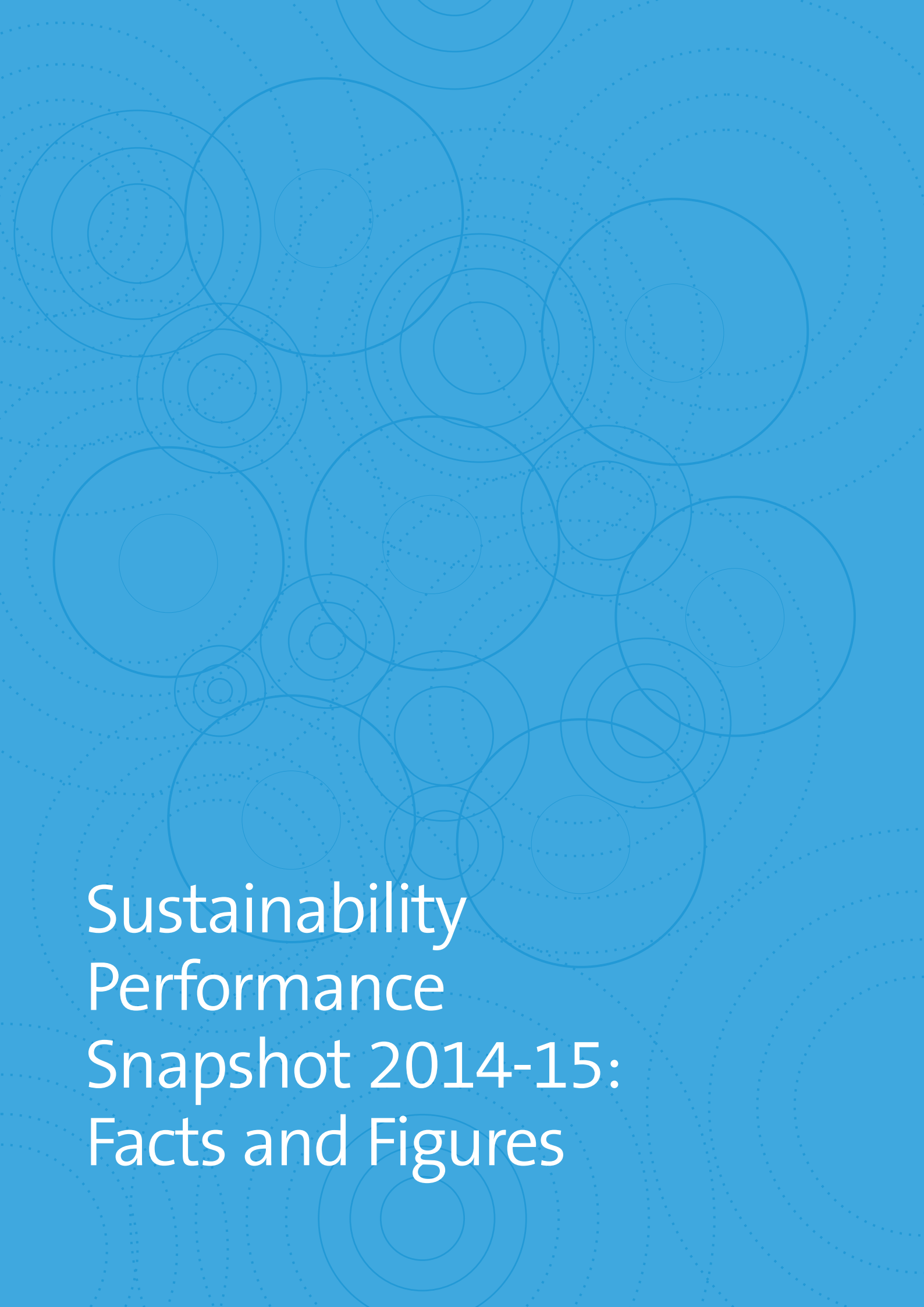
Amidst a changing and volatile world business environment, we at Tata Motors seek to drive innovation across policies, processes and products to ensure sustainable growth. Continuing with our HorizoNext strategy for the second consecutive year, we remained committed to our customer centric approach. We have laid greater emphasis on the HorizoNext pillars to enhance fuel economy and connectivity, continuously improve our performance, achieve next level in design, and create better driving experiences. This has resulted in providing best vehicle experience by adopting next generation approach in the products we offer, our manufacturing quality and sale & service touch points.

Sustainability continues to be at the core of our value system to conduct business in a manner that meets our ambitions and needs of stakeholders thereby creating a long-term value. We have further strengthened our focus to deliver our sustainability commitments through the 'SustaiNext' platform. As we move ahead, we commit to progress to the next level in our sustainability journey.


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Sustainability Performance Snapshot 2014-15: Facts and Figures


49% 
reduction in accident
Lost Time Injury Frequency Rate

56% 
procurement from
local sources

186.2 
million spent on
CSR initiatives

5.7% 
reduction in total energy consumption

4.8% 
of energy from renewable sources

160,571 
GJ of energy saved due
to ENCON initiatives

22,043 
million invested in Research and Development



About the Report

This is the eleventh¹ Sustainability report of Tata Motors Limited (hereafter Tata Motors). It details our performance and achievements from 1st April 2014 to 31st March 2015 (FY 2014-15).

This report includes performance data, initiatives and information related to our India operations at Dharwad, Jamshedpur, Lucknow, Pantnagar, Pune and Sanand. With an aim to be more inclusive in disclosure on our sustainability performance of our India operations, we have extended our reporting boundary to include the performance of two subsidiary companies and one Joint Venture (JV) operating out of our premises.

THESE INCLUDE:

- TAL Manufacturing Solutions Limited, Pune (hereafter TAL Pune, 100 direct subsidiary)
- TML Drivelines Ltd, Jamshedpur (hereafter TMLDL Jamshedpur, 100 direct subsidiary)
- Tata Marcopolo Motors Ltd, Lucknow (hereafter TMML Lucknow, 51:49 Joint Venture)

We have selected 2 subsidiaries and 1 JV for inclusion in the report as these operate out of our plant premises and their aspects related to manufacturing are under operational control of Tata Motors Limited (TML). TMLDL Jamshedpur is a key upstream partner as it manufactures aggregates like axles and transmission, TMML Lucknow

builds the vehicle body on chassis rolled out by TML and TAL Pune is in business of manufacturing machines, material handling equipment and automation solutions required for manufacturing automobiles. Key facts and figures of the sustainability related data of these three entities have been represented in the relevant sections of the report.

However, data on Economic Performance, Product Responsibility and Supply Chain have been excluded for subsidiaries. We continually strive to engage with our JVs, subsidiary companies² and supply chain partners on improvement of sustainability related performance. As we advance in our sustainability journey, we would progressively expand our reporting boundary to include JVs, subsidiary companies, vendor parks and supply chain partners.

The information on economic performance, permanent workforce and defined benefit plan is reported for the entire company. The reporting principles and methodology are in accordance with the “Core” option of the Global Reporting Initiative’s (GRI) G4 Guidelines. In order to enhance reliability and traceability of the information presented in this report, the report has been externally assured by DNV-GL.

This report is linked to the nine principles defined under the

National Voluntary Guidelines on Social, Environmental and Economic (NVG-SEE) Responsibilities of Businesses in India issued by the Ministry of Corporate Affairs, Government of India and is prepared in compliance with the ‘Business Responsibility Report’ Clause 55 of the equity listing agreement with stock exchanges in India.

COMPANY OVERVIEW

We, at Tata Motors, continue to be India’s largest automobile company³ with consolidated revenues of INR 2,627.96 billion in FY 2014-15⁴. Our international market presence spans across several countries in Europe, Africa, the Middle-East, Southeast Asia, South Asia, South America, Australia, CIS and Russia. The subsidiaries and associate companies have helped the Company to expand its operations to UK, South Korea, Thailand, South Africa and Indonesia.

We are regarded as a leader in commercial vehicles in each segment, and amongst the prominent players in the passenger vehicles market in India.

We have an employee strength of 50,140 who are relentlessly working to provide best vehicles and experiences to our customers. Our Research and Development (R&D) team is making various customer-centric innovations at our R&D centres in India, South Korea, Italy, Spain & UK.

1) The report covering our performance for the year 2004-05 and 2005-06 were limited to internal circulation. 2006-07 onwards, we have reported our performance on the public domain and can be accessed at: <http://www.tatamotors.com/investor/annual-reports/>

2) For list of our joint-ventures, subsidiaries and associate companies please refer Page 201 of Tata Motors Annual Report FY 2014-15 available at <http://www.tatamotors.com/investor/annual-reports/>

COVERAGE OF DIRECT SUBSIDIARIES UNDER SCOPE OF SUSTAINABILITY PERFORMANCE REPORTING

Sr. No.	Name of the company	Status in TML SR FY 2014-15	Details	% of shares held
1	Concorde Motors (India) Ltd. (CMIL)	Excluded	<p>CMIL - a fully owned subsidiary of TATA Motors Ltd, is a sales and service outlet for the complete range of Tata passenger Vehicles. CMIL has a geographical spread across major Indian metros.</p> <p>As a part of Tata Motors Value Chain, CMIL will be progressively brought within the reporting boundary based on identified material aspects.</p>	100.00
2	Tata Daewoo Commercial Vehicle Company Ltd. (TDCV)	Excluded	<p>TDCV is a wholly owned subsidiary of TATA Motors Ltd, and is engaged in the manufacture and distribution of trucks and is based in South Korea.</p> <p>Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.</p>	100.00
3	Tata Motors (Thailand) Limited (TMTL)	Excluded	<p>TMTL is a wholly owned subsidiary of TATA Motors Ltd, and is engaged in the manufacture of pickup truck and other small commercial vehicles and is based in Thailand.</p> <p>Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.</p>	100.00
4	Tata Motors (SA) (Proprietary) Ltd (TMSA)	Excluded	<p>TMSA is a joint venture with Tata Africa Holding (Pty) Ltd. engaged in assembly of semi knocked down (SKD) kits, light, medium and heavy commercial vehicles (HCV) and is based in South Africa.</p> <p>Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.</p>	100.00
5	PT Tata Motors Indonesia	Excluded	<p>PT Tata Motors Indonesia is a wholly owned subsidiary of TATA Motors Ltd, and is engaged in the trade of vehicles and aggregates as well as after-sales services.</p> <p>Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.</p>	100.00
6	Sheba Properties Ltd.	Excluded	<p>Sheba Properties Ltd. is a wholly owned subsidiary of TATA Motors Ltd, and operates as an investment arm of Tata Motors Ltd and operates out of Mumbai.</p> <p>As a part of Tata Motors Value Chain, Sheba Properties Ltd. will be progressively brought within the reporting boundary based on identified material aspects.</p>	100.00
7	TAL Manufacturing Solutions Ltd. (TAL)	Included	<p>TAL is a wholly owned subsidiary of TATA Motors Ltd, providing turnkey manufacturing solutions. TAL has 2 manufacturing units - one at Tata Motors campus in Chinchwad Pune and the other at Nagpur (Aerospace Business Unit).</p> <p>TAL Pune unit is included in the scope of this year's Sustainability Report. Subsidiaries with manufacturing plants in India will be progressively brought within the reporting boundary based on identified material aspects.</p>	100.00

Sr. No.	Name of the company	Status in TML SR FY 2014-15	Details	% of shares held
8	Tata Motors European Technical Centre PLC (TMETC)	Excluded	<p>TMETC is a wholly-owned subsidiary of Tata Motors Ltd. located in UK and carries out automotive engineering research and development principally for Tata Motors and for selected partners in the automotive industry.</p> <p>Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.</p>	100.00
9	Tata Motors Insurance Broking and Advisory Services Ltd. (TMIBASL)	Excluded	<p>TMIBASL - a wholly owned subsidiary of TATA Motors Ltd, provides insurance broking services for life and non-life insurance products in India both in retail and corporate solutions comprising general and life insurance and advisory services and operates out of Mumbai.</p> <p>As a part of Tata Motors Value Chain, TMIBASL will be progressively brought within the reporting boundary based on identified material aspects.</p>	100.00
10	Tata Motors Finance Ltd. (TMF)	Excluded	<p>TMF - a wholly owned subsidiary of TATA Motors Ltd, is a vehicle finance Company, and the largest financier of vehicles manufactured by Tata Motors Ltd. It operates out of Head Office in Mumbai and extensive network of branches across India.</p> <p>As a part of Tata Motors Value Chain, Tata Motors Insurance Broking and Advisory Services Ltd. will be progressively brought within the reporting boundary based on identified material aspects.</p>	100.00
11	TML Holdings Pte. Ltd.	Excluded	<p>TML Holdings Pte. Ltd. is a fully owned subsidiary of Tata Motors Ltd. located in Singapore and having global operations. TML Holdings Pte. Ltd. is a holding Company for its subsidiary, Jaguar Land Rover Automotive Plc, which designs, develops, manufactures, and sells Jaguar premium sports saloons and sports cars, and Land Rover premium all-terrain vehicles, as well as related parts and accessories.</p> <p>Jaguar Landrover reports on its Sustainability performance through its own Sustainability Reports which can be viewed at http://www.jaguarlandrover.com/gl/en/responsible-business/</p>	100.00
12	TML Distribution Company Ltd. (TDCL)	Excluded	<p>TDCL - a wholly owned subsidiary of TATA Motors Ltd, is engaged in the distribution, logistics, and sale of commercial and passenger vehicles in India. TDCL sells its products through a network of various regional sales offices and depots and operates out of Mumbai.</p> <p>As a part of Tata Motors Value Chain, TDCL will be progressively brought within the reporting boundary based on identified material aspects.</p>	100.00
13	Tata Hispano Motors Carrocera S.A.	Excluded	<p>Tata Hispano Motors Carrocera S.A. a wholly owned subsidiary of TATA Motors Ltd, is engaged in the design, development, manufacture, and sale of buses and coaches. It is based in Spain with manufacturing facilities in Spain and Morocco.</p> <p>Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.</p>	100.00
14	Tata Hispano Motors Carrocerris Maghreb SA	Excluded	<p>Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.</p>	100.00

Sr. No.	Name of the company	Status in TML SR FY 2014-15	Details	% of shares held
15	TML Drivelines Ltd.	Included	TML Drivelines Limited - a wholly owned subsidiary of TATA Motors Ltd, is engaged in manufacturing Axles & Transmissions for Commercial Vehicles and caters to more than 90 of TMLs requirements in the M&HCV Range and supplies to other TML Plants. It is located within the TML Plant premises at Jamshedpur and is included in the scope of this year's Sustainability Report.	100.00
16	Trilix S.r.l.	Excluded	Trilix Srl - a wholly owned subsidiary of TATA Motors Ltd, is engaged in providing design and engineering services in the automotive sector and based in Italy. Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.	80.00
17	Tata Precision Industries Pte. Ltd.	Excluded	Tata Precision Industries Pte. Ltd. is a subsidiary of Tata Motors Ltd. based in Singapore. Subsidiary Companies located outside India are excluded from the Scope of the TML Sustainability Report.	78.39
18	Tata Technologies Ltd. (TTL)	Excluded	TTL - a subsidiary of TATA Motors Ltd, is an Engineering Services Outsourcing and Product Development IT services Company providing services to TML as well as to the global manufacturing industry. TTL is headquartered in Singapore and has Regional Headquarters in the United States, India and the UK and offices across the world. As a part of Tata Motors Value Chain, TTL's India operations will be progressively brought within the reporting boundary based on identified material aspects.	72.32
19	Tata Marcopolo Motors Ltd. (TMML)	Included	TMML is a 51:49 joint venture company of Tata Motors Ltd. and Marcopolo S.A. Brazil for manufacturing of buses in India. TMML has 2 manufacturing units - one at Tata Motors campus in Lucknow and the other at Dharwad. TMML Lucknow unit is included in the scope of this year's Sustainability Report. TMML Dharwad will be progressively brought within the reporting boundary based on identified material aspects.	51.00

Cautionary Statement:

This report contains “forward-looking statements” describing the Company’s objective, projections, estimates and expectations. Actual results could differ materially from those expressed or implied. Important factors that could make a difference to the Company’s operations include, among others, economic conditions affecting demand /supply and price conditions in the domestic and overseas markets in which the Company operates, changes in the Government regulations, laws and other statutes and incidental factors.

OUR PERFORMANCE AT A GLANCE

Category	Industry Sales			Company Sales			Market Share	
	FY 2015	FY 2014	Growth	FY 2015	FY 2014	Growth	FY 2015	FY 2014
Commercial Vehicles ⁵	639,005	697,254	-8.4	317,780	377,909	-15.9	49.7	54.1
Passenger Vehicles ⁶	2,576,861	2,443,434	5.5	136,653	141,186	-3.2	5.3	5.8
Total	3,215,866	3,140,688	2.4	454,433	519,095	-12.5	14.1	16.5

Source: Society of Indian Automobile Manufacturers report and Company Analysis

OUR PRODUCTS

We offer a wide range of products to meet the requirements and preferences of our customers. Our products are geared towards enhancing the safety of our customers and we continuously strive to provide best services through our innovative product launches.



The first stylish and compact sedan, Tata Zest launched this year under HorizoNext product engineering philosophy was awarded the Best Designed Car of the Year at Confederation of Indian Industries (CII) Design Excellence Awards 2014.

3) <http://www.tatamotors.com/about-us/company-profile/>
 4) Our standalone revenue of Indian operations for FY 2014-15 is INR 362.94 billion.
 5) Commercial vehicles include V2 van sales
 6) Passenger vehicles include Fiat and Jaguar Land Rover – branded cars
 To know more about our performance, please refer to pg. no 114 of our Annual Report
<http://www.tatamotors.com/investor/annual-reports/>

PRODUCT LAUNCHES IN FY 2014-15



TATA Light Trucks

TATA Movus



TATA Zest

TATA Xenon



PRODUCT LAUNCHES IN FY 2014-15

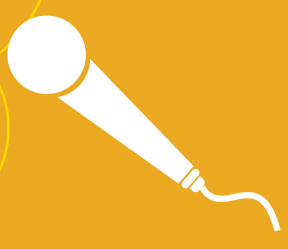


New Tata Ultra BS3 - Safe School Bus

Multidrive and sporty hatchback Bolt



LCV Super Ace Mint



A Message from the Chairman

Dear Stakeholders,

I am pleased to introduce to you the eleventh edition of our annual Sustainability Report - 'SustaiNext' which describes Tata Motors' sustainability performance on material issues for the year 2014-2015. This Sustainability Report summarizes the economic, environmental and social initiatives undertaken during the year, and trends of various Key Performance Indicators as per the Global Reporting Initiative (GRI) G4 Guidelines. The report is also aligned to United Nations Global Compact's Ten Principles and National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Businesses.



The automotive industry is facing key sustainability challenges - such as declining markets, product safety and reliability, regulatory compliance, supply chain issues and workforce management. These challenges have come up against a backdrop of unpredictable geo-political environment, falling global commodity markets, growing population, urbanization, resource scarcity, and changing weather patterns brought on by climate change. Equally, these trying times come with opportunities for innovation in our businesses, across spaces such as- development of low carbon processes, deploying renewable energy solutions, creating smart city infrastructure, and using smart materials. Recent policy measures and the strategic direction defined by our Government, especially the 'Make in India' campaign, hold the promise of re-igniting growth in the years to come. Globally, major markets showed signs of both economic

recovery and growth while some fell short of growth expectations. Despite this volatile context the one constant which remains is - the aspiration of individuals everywhere in the world to continuously upgrade their lives. The Tata group's core purpose - Our mission addresses exactly that: "To improve the quality of life of the communities we serve globally, through long-term stakeholder value creation based on Leadership with Trust".

Our 'VISION 2025' is to help individuals everywhere achieve their aspirations – "Over the next 10 years 25% of the world's population will experience the Tata commitment to improving the quality of life of customers and communities. As a result, Tata will be amongst the 25 most admired corporate and employer brands globally, with a market capitalization comparable to the 25 most valuable companies in the world."

Tata Motors is also crystallizing its strategy around Customer Centricity to build a customer centric, innovative and profitable organization. Our sustainability agenda - 'SustaiNext' aims to deliver on our sustainability commitments by developing and delivering world-class vehicles with best-in-class fuel efficiency and technology to delight our customers. A fresh materiality assessment exercise was conducted during the Reporting Year in order to identify and prioritize material issues. This exercise brought out - Product Safety and Quality, Customer Satisfaction, Fuel Efficiency of Products, GHG Emissions, Emissions to Air and Regulatory Compliance as key material sustainability issues for us and our stakeholders.

As a part of the HorizoNext strategy vehicle launches / refreshes

continued in 2014-15. Commercial vehicle segment saw the launch of 'ULTRA' - new Intermediate and Light Commercial Vehicle (ILCV) range of trucks, offering superior technology and design with lowest total cost of ownership, Multi-axle truck variants – 2523.T & 3123.T which extended the PRIMA LX range of trucks, Super Ace Mint with 1.4 L DiCOR engine a new pickup to meet requirements of intra and intercity transport. Passenger vehicle segment saw the launch of Zest - compact sedan, the Bolt premium hatchback, the Nano Twist with electronic power steering, and GenX-Nano range, with latest technological advancements and design engineering. The revolutionary and eco-friendly petrol engine Revotron 1.2T was awarded the ET ZigWheels Award: Technology of the Year for being India's first ever 'turbo-charged petrol engine' with a multi-drive mode. The Tata Hexa SUV Concept was unveiled at the Geneva Motor Show.

The renewed focus on Customer experience is seen in the results of the JD Power Customer Service Index (CSI) 2014 wherein we have risen from 7th to 4th rank. In the Small Commercial Vehicle a significant milestone was the roll-out of the 100,000th Tata ACE ZIP. We also developed new Articulated and Hybrid buses Bus models for JnNURM and bagged over 3500 orders under JnNURM Phase II. Continuing with value added offerings, we launched the 'Tata SKOOLMAN', a telematics based tracking solution as a standard fitment on the Tata Ultra range of school buses, to address child safety. 'Humare Bus Ki Baat Hain' – a flagship program won several accolades this year and over 15,000 school bus staff were trained on school bus safety under the program.

As part of our Safety Excellence Journey aimed at goal of zero Injuries to our employees and all stakeholders associated with operations, we have worked to create a Safety Culture across the organization. During the year, we achieved a 49% reduction in Lost Time Injury Frequency Rate (LTIFR). However, we had one fatality during the year, which was investigated and appropriate mitigation measures have been put in place. Tata Motors launched Tata Lead in 2014 as a part of an important Group level exercise to strengthen our diversity and inclusiveness.

Supply Chain partners are critical to our operations and supply chain sustainability issues can impact our operations. We engage with suppliers through various channels for operational issues and also focus on emerging and futuristic technologies through Technology Day events. Project Sankalp - a supplier transformation initiative is underway in which cross functional team of domain experts work with suppliers at their plant location on improving quality, productivity, SHE and profitability.

Energy is a material issue for our manufacturing plants and renewable energy is a key focus area. Apart from sourcing wind power we are also utilizing existing rooftop areas for in-house solar power generation. Energy conservation continues to be a key focus area from cost reduction and climate change perspective. All our plants continue to be certified to environmental and safety management systems.

Tata Motors community development agenda is aligned with our competencies and business needs while working on areas that also matter to the communities in which we operate. Our community development agenda is also aligned with the regulatory requirements on Corporate Social Responsibility (CSR). Health, Education, Employability and Environment continue to be core focus areas. Tata Motors participated in the TAAP (Tata Affirmative Action Program) Assessment in the past year, and was recognized with the TAAP Jury Award. Tata Motors employees also made a mark in the Group level Volunteering Program with 5,808

and 5,556 employees participating in two editions of Tata Volunteering Week during the year.

In closing, I would like to express our gratitude to all the stakeholders who have been directly or indirectly a part of our growth story and success. Your views and suggestions on the report are important to us and we welcome your feedback.



A handwritten signature in black ink, appearing to read 'C. P. Mistry'.

Cyrus P. Mistry
Chairman, Tata Motors Limited





Corporate Governance

Responsible and lawful conduct is an integral part of corporate culture and fundamental to the success of any organization. Our philosophy on corporate governance is in line with the Tata group philosophy. We believe good corporate governance leads to effective decision making and it supports formation of robust operations, financial, risk and information management systems. We have been practicing the principles of good corporate governance over the years and have laid strong emphasis on independence, responsibility, transparency, professionalism, accountability and code of ethics to ensure adherence to the Tata ethos and value system.

We ensure that the Tata Code of Conduct (TCoC) is followed throughout the organization and

every employee conducts himself / herself in an ethically acceptable way. It monitors aspects including anti-bribery, corruption, equal opportunities and human rights. TCoC serves as a guide to the Company, its directors and employees and is supplemented with an appropriate mechanism 'Whistle Blower Policy' to report any concern pertaining to non-adherence to the said Code.

We have grievance redressal mechanism in place to address Labour, Human Rights, Environment, Diversity & Equal Opportunity, Equal Remuneration and concerns raised are suitably closed and corrective actions are deployed.

There have not been any grievances pending on Labour Practices and

Human Rights filed through formal grievance mechanisms during the reporting period.

Tata Motors has an Ethics Framework in place in line with Tata Group values. This framework includes Board oversight of ethics programs and activities. As a part of reporting, the TML audit committee (Committee of the Board) agenda includes review of whistle-blower mechanism as well as status of TCoC concerns received & resolved.

With respect to subsidiaries & JVs, the TCoC concerns are addressed through respective managements and audit committees. All majors concerns are also reported to TML audit committee.

TCoC Concerns	Total concerns received (Nos.) in FY 2014-15	Total concerns resolved (Nos.) in FY 2014-15
Employee Relations	16	16
Environment, Health & Safety	0	0
Diversity, Equal Opportunity & Respect in the workplace	4	4
Sexual Harassment	3	3
Financial Impropriety	12	12
Legal Compliance	2	1
Unfair Business Practices	25	24
Total	62	60

In our boardroom we ensure that sustainability is at core of all decisions we make, that creates value for our stakeholders and helps protecting the planet.

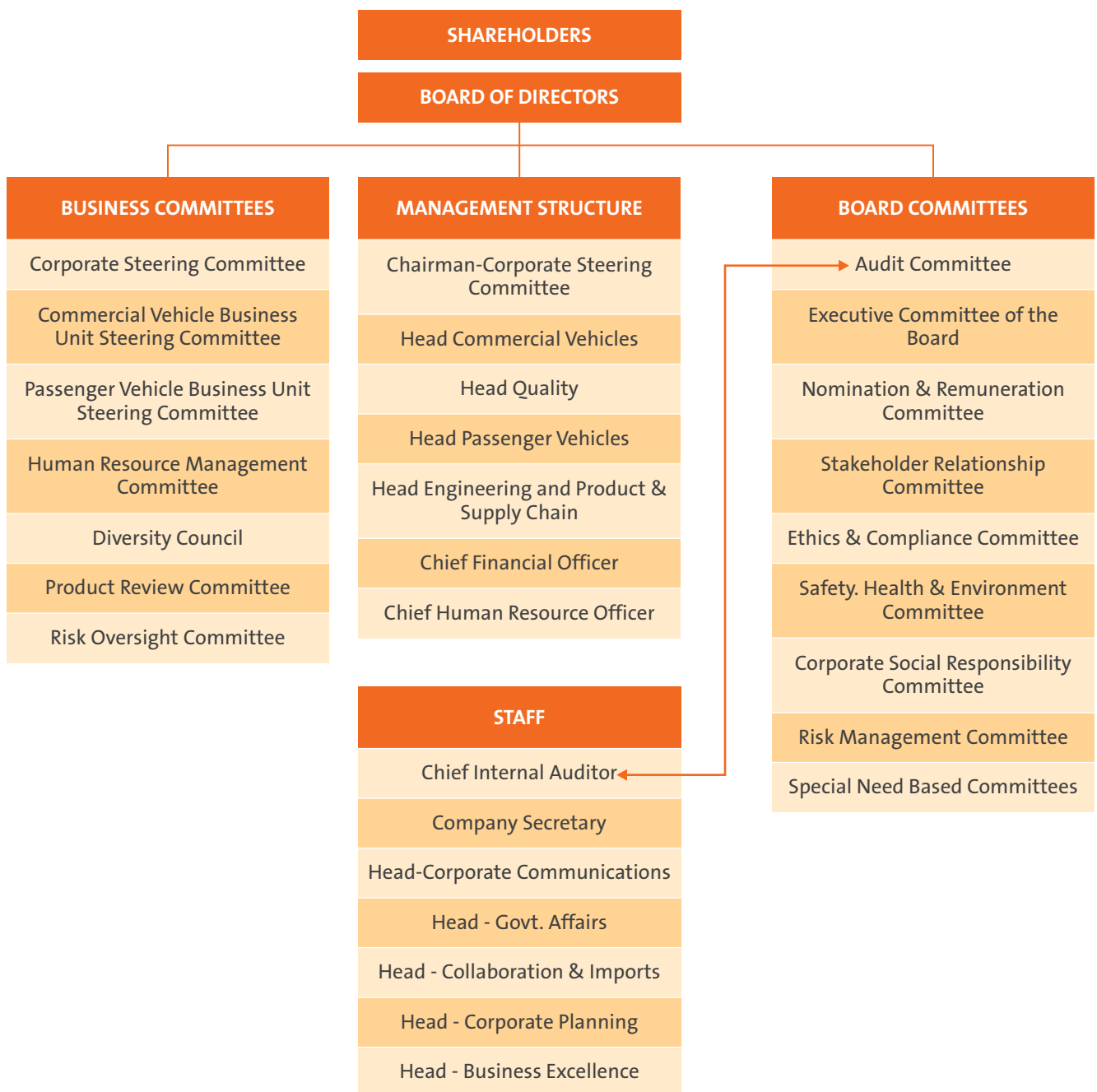


Ravindra Pisharody
Executive Director, Commercial Vehicle Business Unit

The Board of Directors at Tata Motors comprises of ten Directors of which eight are non-executive, including one Woman independent Director. The Board, under the able guidance of Mr. Cyrus Mistry, periodically reviews the organizational policies, procedures and performance conducted by the Board. The Board has constituted a set of Committees with specific

terms of reference/scope to focus effectively on the issues and ensure expedient resolution of diverse matters. The Committees operate as empowered agents of the Board as per their Charter/terms of reference. Targets set by them as agreed with the management are reviewed periodically and mid-course corrections are also carried out. The Board of Directors and the

Committees also take decisions by circular resolutions which are noted at the next meeting. An Organization Chart depicting the relationship between the Board of Directors, the Committees and the Senior Management functions as on March 31, 2015 is illustrated below:



Board Committees	Functions
Audit Committee	The objective of the Audit Committee is to review the quarterly/annual financial statements before submission to the Board. The committee also reviews adequacy of internal control systems with the management, external auditor and internal auditor and recommends improvements to the management.
Stakeholders' Relationship Committee	The Committee oversees and reviews statutory compliance relating to all security holders. It further considers and resolves the grievances of security holders of the company including complaints related to transfer of securities, non-receipt of annual report / declared dividends / notices / balance sheets. The Company has a designated email id: inv_rel@tatamotors.com for contacting the Compliance officer.
Nomination and Remuneration Committee	The Committee recommends to the Board the set up and composition of the Board and its Committees including the “formulation of the criteria for determining qualifications, positive attributes and independence of a director”.
The Safety, Health and Environment Committee	The committee was constituted with the objective of reviewing Safety, Health and Environment practices. The Committee comprises of two Independent Directors and two Executive Directors.
The Ethics and Compliance Committee	The committee was constituted to formulate policies relating to the implementation of the Tata Code of Conduct for Prevention of Insider Trading (the Code), take on record the monthly reports on dealings in securities by the “Specified Persons” and decide penal action in respect of violations of the applicable regulations/the Code.
Corporate Social Responsibility Committee	The committee formulates and recommends to the Board, a CSR Policy which shall indicate the activities to be undertaken by the Company as specified in Schedule VII. The committee also recommends the amount of expenditure to be incurred on the activities referred to in clause (a) of the CSR rules. It also monitors the CSR Policy of the Company from time to time.

For details regarding the functioning of each of the above committees please refer to our Annual Report 2014-15.

Visit our website: <http://www.tatamotors.com/about-us/leadership/>

Our company has a good understanding of the impacts of our products, operations and services on the environment and the communities in which we operate. Thus, we are taking steps to reduce those impacts and evaluating measures to capitalize on opportunities to contribute to business growth while combating environmental challenges. Our “Sustainability-in-Action” initiatives are implemented across each business unit within the organization which in turn contributes to our overall Sustainability.



Satish Borwankar
Executive Director, Quality

MANAGEMENT SYSTEMS

Our corporate governance philosophy is further strengthened with adherence to the Tata Business Excellence Model (TBEM) to better performance and improve levels of efficiency in our businesses and sustainability initiatives.

Our state-of-the-art enterprise resource planning system, supplier relations management and customer relations management connect the company's different locations, dealers and vendors for reliable, consistent and accurate data exchange. Our CRM-DMS (Customer Relationship Management – Dealer Management System) is a unique initiative, implemented through a centralized online system and deployed at all the Company's dealerships and offices across the country. This helps us integrate our systems across the value chain to deliver better service quality.

Through the enterprise risk management program, business units and corporate functions address opportunities and the attendant risks through an institutionalized approach aligned to the Company's objectives. This is facilitated by internal audit. The business risk is managed through cross functional involvement and communication across businesses.

All our manufacturing divisions are certified for ISO 14001:2004 – Environmental Management System Standard and OHSAS 18001:2007 - Safety and Occupational Health Management System Standard. All our CV manufacturing plants are also certified for ISO 50001:2011 Energy Management System. In order to ensure we have reliable and responsible suppliers for

automotive production and service parts, we have mandated that all our suppliers adopt the ISO 9001/TS 16949 quality management system frameworks. We also encourage our dealers to adopt quality, environmental and safety management systems.

REGULATORY COMPLIANCE

We have devised appropriate systems to ensure compliance with the provisions of all applicable laws and that such systems are operating effectively. We have implemented an online compliance management tool "Legatrix" to help us track and manage compliance of various regulatory and legal requirements. We comply with new and existing laws, regulations and policies regarding increased fuel economy, reduced greenhouse gas and other emissions, vehicle safety, taxes and pricing policies. We comply with regulatory requirements pertaining to emissions, safety, product labeling and other clauses of the Central Motor Vehicle Rules on India and Bureau of Indian Standards. The product and service information are in compliance with all the standards that govern us. The National Fair Trade Regulator - Competition Commission of India (CCI) had initiated legal actions for anti-competitive behavior against 17 car manufacturers including Tata Motors. The matter is currently sub judice before the Delhi High Court which has stayed the penalty imposed by the CCI.

No monetary fines or non-monetary sanctions were levied on the Company by the Environment Regulatory Authorities in FY 2014-15. Every plant has a safety committee with equal representation from management and non – management employees. We follow Government of India

(GoI) legislation with respect to forced and child labor and do not allow or encourage the same. Our established systems and procedures identify and comply with regulations pertaining to marketing communications. We are a member of the Advertising Standards Council of India (ASCI) and follow its Code for Self-Regulation in Advertising and Marketing Communications. None of our advertisements and promotions mislead in terms of claims and representations. We abstain from any kind of offensive alignment or anti-social content in all our marketing communications. There have not been any monetary or non-monetary sanctions for violations of regulatory norms regarding aspects of health and safety impacts of products and services; product and service information and labelling; marketing communications including advertising, promotion, and sponsorship; and provision and use of products and services. We also conduct voluntary 'product upgrade' drives to provide customers with upgraded components.

ANTI-CORRUPTION

Prevention of corruption and commitment to fair competition is one component of compliance efforts. Tata Motors has an Ethics Framework in place in line with Tata Group values. There have not been any incidents of corruption in FY 2014-15. Appropriate disciplinary action proportionate to the gravity of misconduct in line with the principles of natural justice is taken against the employees. We conduct regular trainings to all our employees on anti-corruption as per the TCoC for Tata Motors.

PUBLIC POLICY ADVOCACY

With a view to embed sustainability issues with the public policy, we are actively involved in advocating for a better policy framework. We partner with policy makers / industry associations and regulators on these issues through our representations in several industry and trade associations.

LIST OF MEMBERSHIP AND ASSOCIATIONS

We actively participate in the following National Committees which are working on formulating policies and regulations for improvement of environment throughout the country.

We continually work with the steering committee of National Hydrogen Energy Board to find ways to harness hydrogen - potential energy of future. India is a signatory to the World Forum of United Nations of Economic Commission (UNECE) for Europe. Our experts are actively participating in the same for Harmonization of Vehicle Global Technical Regulations related to pollution control and safety.

We, at Tata Motors actively participate in all WP29 UNECE group activities and prepare in

advance for any emerging opportunities. We also participate in the following National Committees which are working on formulating policies and regulations for improvement of environment including GHG reduction throughout the country;

- Standing Committee on Emissions (SCOE)
- Sub-committee on CO₂ emission norms of Union Ministry of Shipping, Road Transport and Highways of India, along with Automotive Research Association of India (ARAI).
- Expert committee to define "Heavy Duty Vehicle Fuel Economy Norms for India under Ministry of Shipping, Road Transport and Highways of Government of India (GoI) & Petroleum Conservation Research Association (PCRA).
- Expert committee on Fuel Economy Labelling of Passenger Cars under Bureau of Energy Efficiency under Ministry of Power (GoI).
- Interministerial committee for upcoming emission norms (BSV, BSVI) for Motor Vehicles of Ministry of Shipping, Road

Transport and Highways, Ministry of Heavy Industries, Ministry of Petroleum & Natural Gas (GoI).

- Working group on Quadricycle Emission Norms for India.
- Ministry of New & Renewable Energy, GoI, is promoting and assisting technology development for GHG reduction by way of increased usage of Biodiesel. We are engaged in this initiative of GoI and currently running number of engine and vehicle programs to commercialize usage of Biodiesel as soon as the same is made available to the general public by oil marketing companies.
- Working Group on Energy for Sub-Group on DST's XIIth plan on Technology Development Program (TDP).
- National Electric Mobility Mission Plan - We have been actively participating in forming hybrid performance criteria along with SIAM-FTG group and helped government to launch FAME scheme. Now we are building two type of hybrid and electric vehicles under Technical Advisor Group under R&D scheme.

We, at Tata Motors, are closely engaged with our stakeholders in addressing the material issues that is leading to an overall sustainable development.



Mayank Pareek
President, Passenger Vehicles Business Unit



Stakeholder Engagement

Stakeholders play an important role in our continued success, and we strive towards taking their varied perspectives into account. We engage with a diverse set of stakeholders formally and informally to discuss the Company's sustainability performance and ensure business sustainability.

Stakeholder's views, concerns and key expectations have been elemental in shaping this report and in calibrating our strategy

going forward. This process provides us with an insight into emerging issues important for our stakeholder groups and to our business and ideas for solutions to address these issues.

With a view to understand concerns and expectations of varied stakeholders, we have conducted a detailed process of stakeholder engagement during this year. It involved direct and detailed consultation with different

stakeholder groups such as our employees, communities, suppliers, opinion leaders (road safety experts), media, customers, investors and shareholders, government authorities, dealers and service stations. This process has helped us to identify the issues that are most material for these stakeholder groups and has further enabled us to focus on the topics that are most material for our stakeholders.



STAKEHOLDER ENGAGEMENT FRAMEWORK

Stakeholder Groups	Engagement Mechanisms	Frequency of engagement	Key concerns	Feedback assessment
Employees	Sunrise and Sunset meetings; Horizontal Communications; Horizontal Deployment; Weekly/Monthly reviews improvements Displays; HR Forum; Q12 Tool; Skip Level Meets; Town Halls; Focused Group Discussions	Annual; Quarterly; Monthly; Weekly	Understanding concerns; communicating policy decisions and seeking feedback; communicating performance	Employee satisfaction survey; Appraisals; Internal Surveys
Communities	Meetings with local community; public hearing	Quarterly; Daily	Community development initiatives communication; capturing societal concerns	Minutes of meeting; action plans; feedback letters
Suppliers / Service Providers	Technology Days, Supplier meets, Joint programs, Kaizen events, Participation in NPI, Competitor data and analysis; Vendor Council; Vendor mentoring	Annual; Quarterly	Delivering quality products; time management; compliance to Tata Motor's code of conduct and other policies;	Vendor rating; Board reviews; Vendor Satisfaction Surveys
Opinion Leaders	One-to-one meetings	Need based	Following the regulations, complying with the industry standards	Minutes of meeting, action plans
Media	Regular interactions	Ongoing	Communicating company's performance and seeking feedback	Minutes of meeting, action plans
Dealers and Service station	Dealer meets, Joint programs, Kaizen events, Participation in QFD and NPI, Competitor data and analysis, Special training Programs; Dealers Council; Dealer visits; Audits	Annual; Quarterly; Daily	Building capacity and technical know-how; improving and delivering better response to customers;	Dealer Satisfaction Survey
Customers	Customer meets; Key account process; Surveys; Feedback calls; Training Forums; Direct Visits	Need based	Understand product feedback; redress complaints; suggestions on product development;	Customer Satisfaction Index; JD Power Survey
Investors and Shareholders	Investor meets; Investor calls; Road Shows, Shareholder / Investors Grievance Forum, Ethics Committee	Annual; Quarterly; Need based	Financial performance; broad future strategies; feedback and addressal of concerns	Minutes of meeting; action plans
Government Authorities	One-to-one meetings; Meetings in Industry Forums	Need based	Relationship building; appraising the government on industry constraints; discussions on way forward	Minutes of meeting; action plans



Institute of Directors, India has adjudged 'Tata Motors Limited' as the Winner of 'Golden Peacock Award for Sustainability' for the year 2015. Arvind Bodhankar, Head (SHE & Sustainability) and Abhay Pathak, Sustainability Lead received the Award on behalf of Tata Motors.





Materiality Analysis

At Tata Motors, materiality is defined as factors that have an impact on stakeholders and issues that are relevant to the company's business. We conducted an extensive materiality assessment process to identify and prioritize key material aspects based on the Reporting Principle and Guidance for Defining Content in the G4 Sustainability Reporting Framework. This report reflects the material issues which have significant Economic, Environmental and Social impacts that can influence the decisions of our stakeholders.

IDENTIFYING KEY ASPECTS

A materiality assessment was conducted in order to identify

important areas wherein Tata Motors' business interests overlap with sustainability issues of the company.

The materiality assessment process is based on a structured approach:

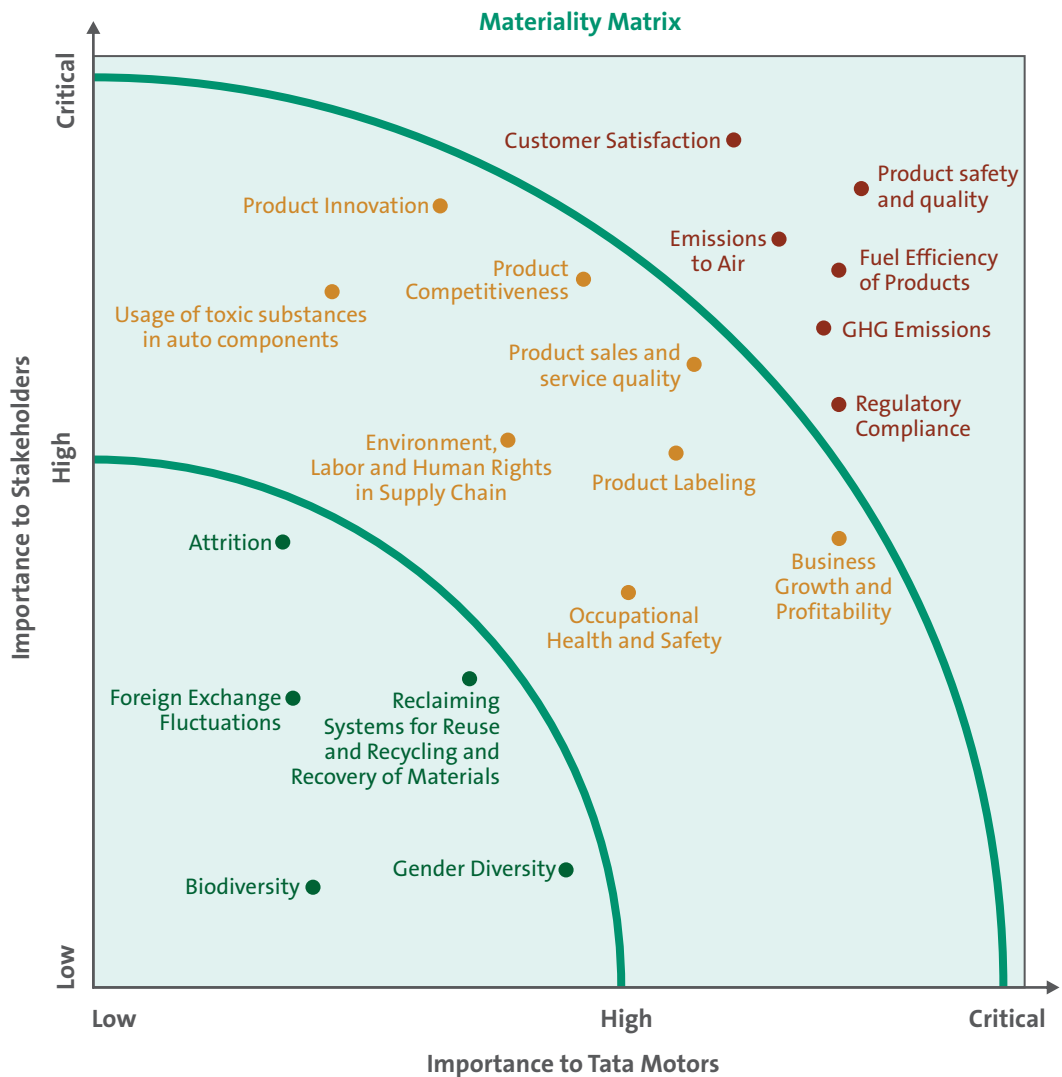
- 1) Identification of aspects relevant to the company through various channels.
- 2) The assessment was against six materiality filters of financial impacts and risks, legal drivers, internal policy drivers peer based performance, stakeholder concerns and opportunity for innovation with inputs from the senior management.
- 3) The assessment process gathered inputs from the all the

stakeholders through focused discussion and questionnaires.

- 4) Aspects relevant to Tata Motors were categorized based on different criteria - impact on business, feedback received from stakeholders
- 5) These criteria were then measured on a criticality scale (as shown in the materiality matrix below) which help isolate and prioritize the key material aspects
- 6) Following prioritization, the material aspects were reviewed by Tata Motors senior management and are considered while making strategic decisions.

MATERIALITY MATRIX

A Materiality Matrix, as presented was developed outlining the material topics critical to stakeholders and to the business. For each material topic, key material aspects along with its Key Performance Indicators (KPI) have been identified. Further, for each KPI, management approach, monitoring and measuring mechanisms and performance have been delineated in the subsequent sections of the report.



ASPECT MAPPING TABLE⁷

Sr. No.	Material Aspect	Material Issues	Coverage	Sections in the report	Stakeholders impacted
1	Customer Health and Safety	I. Product safety and quality II. Product competitiveness III. Product innovation	Tata Motors	Product Innovation	• External
2	Energy	IV. Fuel efficiency of products	Tata Motors Tata Motors Subsidiaries- TAL Pune TMLDL Jamshedpur TMML Lucknow	Product Innovation	• Internal • External
3	Emissions	V. Emissions to air	Tata Motors	Energy and Climate Change	• Internal • External
		VI. GHG Emissions	Tata Motors Tata Motors Subsidiaries- TAL Pune TMLDL Jamshedpur TMML Lucknow		
4	Product and Service Labeling	VII. Customer satisfaction VIII. Reclaiming systems for reuse, recycling and recovery of materials IX. Product sales and service quality X. Usage of toxic substances in automobile components XI. Product Labeling	Tata Motors	Customer Centricity Product Innovation	• External
5	Compliance	XII. Regulatory compliance	Tata Motors Tata Motors Subsidiaries- TAL Pune TMLDL Jamshedpur TMML Lucknow	Corporate Governance	• Internal • External
6	Economic Performance	XIII. Business growth and profitability XIV. Foreign exchange fluctuations	Tata Motors	Economic Performance	• Internal • External

7) We have selected 2 subsidiaries and 1 JV for inclusion in the Report as these operate out of our Plant premises and their aspects related to manufacturing are under operational control of TML. TML Drivelines is a key upstream partner as it manufactures aggregates like axles and transmission, TMML builds the vehicle body on chassis rolled out by TML and TAL Pune is in business of manufacturing machines, material handling equipment and automation solutions required for manufacturing automobiles.

Sr. No.	Material Aspect	Material Issues	Coverage	Sections in the report	Stakeholders impacted
7	Occupational Health and Safety	XV. Occupational Health and Safety	Tata Motors Tata Motors Subsidiaries- TAL Pune TMLDL Jamshedpur TMML Lucknow	Occupational Health and Safety	<ul style="list-style-type: none"> • Internal • External
8	Supply Chain	XVI. Environment, Labor and Human Rights in Supply Chain	Tata Motors	Value Chain Sustainability	<ul style="list-style-type: none"> • Internal • External
9	Employment	XVII. Gender diversity	Tata Motors Tata Motors Subsidiaries- TAL Pune TMLDL Jamshedpur TMML Lucknow	Workforce Management	<ul style="list-style-type: none"> • Internal • External
		XVIII. Attrition	Tata Motors	Workforce Management	<ul style="list-style-type: none"> • Internal • External
10	Biodiversity	XIX. Biodiversity	Tata Motors Tata Motors Subsidiaries- TAL Pune TMLDL Jamshedpur TMML Lucknow	Environmental Stewardship	<ul style="list-style-type: none"> • External



Economic Performance

Greater volatility and uncertainty led to weaker than expected global activity in the first half of FY 2014 posing a higher risk for the global economy in 2014-15. Global trade flows have been severely impacted due to rapid decline in oil prices, fluctuations in exchange rates – inflation of the US dollar and debilitation of most other currencies, particularly the euro. Some of the key concerns that have significant impact on our industry are the increased geopolitical uncertainty coupled with some signs of economic slowdown in China. Despite these geopolitical uncertainties, the global automotive industry experienced a period of stronger growth and profitability, with annual sales recovering to pre-financial meltdown levels in some key markets like NAFTA, UK etc.

INDIAN SCENARIO

India's GDP grew at a better pace, mainly towards the second half of the fiscal, at 7.3% in FY 2014-15. Owing to this, the Indian automotive industry registered a growth of over 2.5% over last year, with overall automotive exports

growing by 5.2%. Growth in domestic passenger vehicles was stronger at 5.5% with improving consumer sentiment due to lower fuel price and interest rates. However, commercial vehicles contracted by 8.4%, mainly due to significant decline in small commercial vehicles.

The basic parameters of the Indian economy signaled movement in the right direction. The Indian economy experienced an encouraging economic outlook as a result of the following reasons; reasonably better performance of the manufacturing sector, reduction in interest rates and declining inflation aided by favorable commodity prices like oil.

OUR PERFORMANCE

This year, we recorded a gross turnover of INR 395.24 billion, 4.7% higher from the previous year. Our EBITDA margins have gone down from negative 1.4% to negative 2.2% in FY 2014-15. We have made sales of 504,369 (CVBU and PCBU) which is 11.5% lesser as compared to last year's sales records. Our market share in the Indian

automotive industry has been 14.1% which shows a decrease as compared to previous year's 16.5% market share. We have exported 49,936 vehicles during the FY 2014-15 which is higher by 0.02% as compared to FY 2013-14.

Operating & other costs for FY 2014-15 includes INR 0.18 billion spent towards various schemes of CSR as prescribed under Section 135 of the Companies Act, 2013. No amount has been spent on construction / acquisition of an asset of the Company. The prescribed CSR expenditure required to be spent in FY 2014-15 as per the Companies Act, 2013 is Nil, in view of average net profits of the Company being Nil (under section 198 of the Act) for last three financial years.

Despite the losses in revenue made in FY 2014-15 our expenditure on CSR spend has increased over FY 2013-14.

ECONOMIC PERFORMANCE TABLE

Economic Performance	2012-13	2013-14	2014-15
Economic Value Generated	514.08	415.91	414.06
Gross Revenue	514.08	415.91	414.06
Economic Value Distributed	514.32	427.85	449.61
Operating Costs ⁸	418.54	342.77	367.60
Employee Benefits and Wages	28.37	28.78	30.91
Payments to providers of capital ⁸	20.46	20.05	16.12
Payments to government	46.95	36.26	34.98
Economic Value Retained	-0.24	-11.94	-35.55

Figures in billion Indian rupees

8) Previous year figures have been regrouped / reclassified wherever necessary to correspond with the current year classification / disclosure.



Customer Centricity

Customer centricity is intrinsic to our culture – develop, deliver, delight. We continuously strive to provide best services to enhance our customer engagement to our esteemed customers. Customer service quality is met through integration of our CRM - DMS.

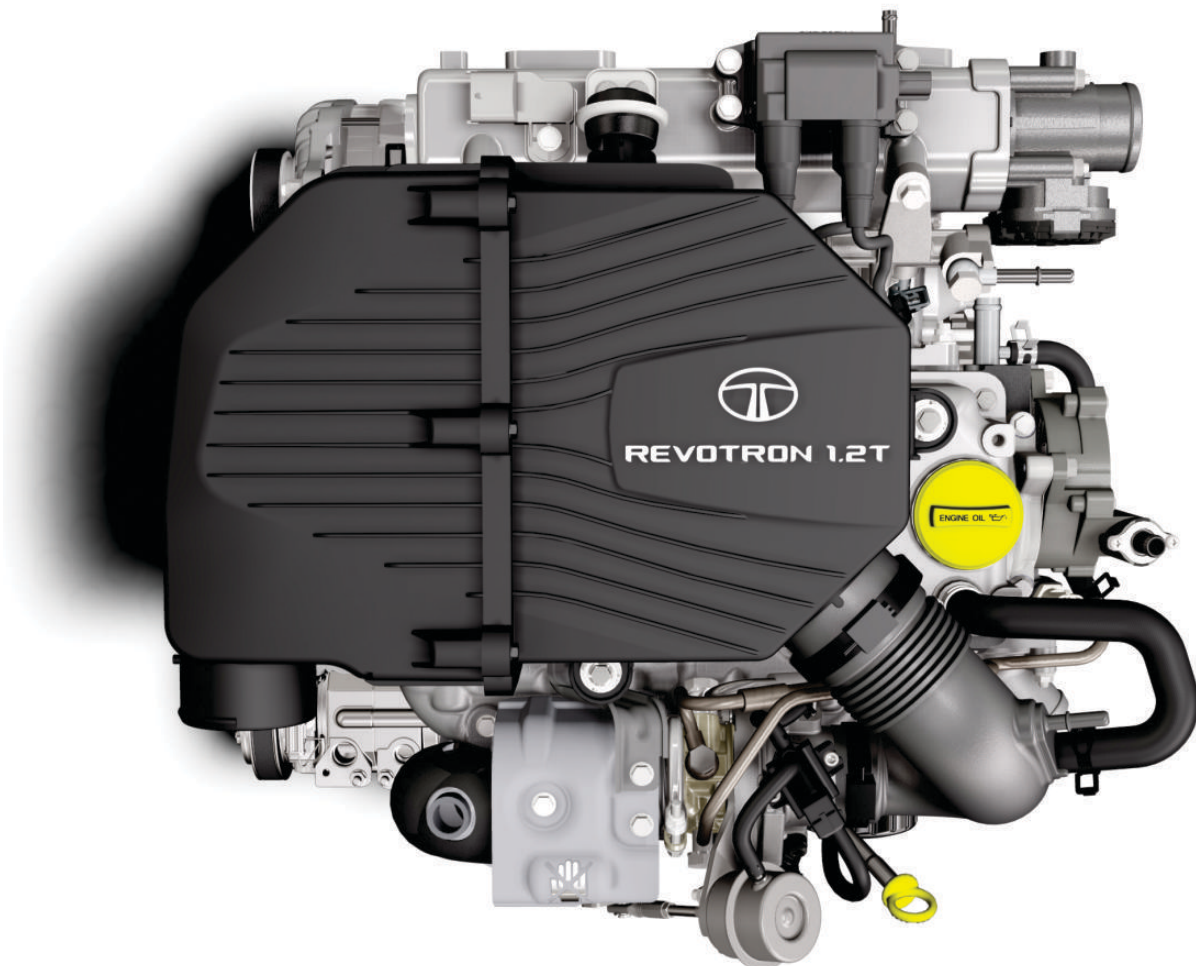
It is important to understand customers' expectations and thus an ongoing dialogue with customers is maintained through feedback surveys. It helps us to advance in the quality of products we develop. In view of providing consistent service, we have integrated feedback systems across the life cycle stages of customer satisfaction. We have benchmarked our performance with the industry peers by using J.D. Power Survey. We have improved our J.D. Power Survey score for passenger vehicles from 799 in 2013 to 834 in 2014. Based on an independent survey

with a sample size of 164, Metric Global conducted Dealer Satisfaction Survey across India and the Net Satisfaction Index (NSI) for FY 2014-15 is 96.

The data security of our customers is ensured through a robust consumer privacy policy which tracks and measures key aspects of customer dissatisfaction. All the complaints are assessed for root cause analysis through the Complaint Management Process. We have a daily dashboard shared with the regional teams where Turn Around Time (TAT) adherence is measured along with closure percentage and ageing of open complaints. There is a mechanism in place to internally escalate complaints to various members of the process chain if a complaint remains open beyond TAT. We drive closure of complaints from dealers end on the same day or the very

next day with customer and this number is also monitored daily. Daily tracking of complaints are escalated to the Chairman, President and Managing Director offices till closure of the complaint. If there are any complaints open for a long duration the same is investigated by the CE team and resolution intervention offered wherever required/possible. Monitoring of key performance metrics (CPTV, TAT adherence and Same Day Closure) is done by customer experience. Details of resolution, root cause analysis and service load based analysis and performance is tracked by the customer support team. We provide feedback to the customers on the resolution of the complaint.

We have continued to promote the customer centric approach through our various 'Next' initiatives.



DesignNext - The NEXT Level in Design

At Tata Motors, we are redefining the way we design. With an emphasis towards making our offerings more attractive and exciting, DesignNext⁹ has brought Tata Motors' design and engineering teams together, and introducing fascinating products that not only look good but feel good too.

DESIGNNEXT

ConnectNext - The NEXT Level in Connectivity

The new ConnectNext¹⁰ facilitates smartphone integration, with an enhanced touch interface, internet connectivity, best-in-class acoustic experience, along with a host of autonomous driving aids. The Company's emphasis on delivering new levels of vehicle connectivity has been showcased for safer journeys and more engaging drives, through launches of Zest and Bolt integrating advanced infotainment and connectivity features.

CONNECTNEXT

DriveNext - The NEXT Level in Driving Experiences

With a view to offering customers with the next level of driving experience from its passenger vehicles that is pleasurable, dynamic and engaging; DriveNext¹¹, another HorizoNext approach from Tata Motors was launched.

DRIVENEXT

FuelNext - The NEXT Level in Fuel Economy

With a focus towards contributing to a cleaner, greener and efficient transportation, coupled with driving comfort, our commercial vehicles business has developed diverse new solutions under FuelNext¹² pillar of HorizoNext.

FUELNEXT

PerformanceNext – The NEXT Level of Vehicle Performance

PerformanceNext¹³ defines the third pillar of Tata Motors commercial vehicles, under HorizoNext. Through T1, we showcased winning attributes of Tata PRIMA, 'World Smart' Truck in terms of power, performance, fuel efficiency, superior technology and safety.

PERFORMANCENEXT

9) For further information, please refer Pg 20-21 of Tata Motors Annual Report FY 2014-15 available at <http://www.tatamotors.com/investor/annual-reports/>

10) For further information, please refer Pg 24-25 of Tata Motors Annual Report FY 2014-15 available at <http://www.tatamotors.com/investor/annual-reports/>

11) For further information, please refer Pg 26-27 of Tata Motors Annual Report FY 2014-15 available at <http://www.tatamotors.com/investor/annual-reports/>

12) For further information, please refer Pg 22-23 of Tata Motors Annual Report FY 2014-15 available at <http://www.tatamotors.com/investor/annual-reports/>

13) For further information, please refer Pg 26-27 of Tata Motors Annual Report FY 2014-15 available at <http://www.tatamotors.com/investor/annual-reports/>



Our Promise to every Customer

Customer Centricity is intrinsic to our culture.

• **Develop** • **Deliver** • **Delight**



We promise to:

Develop deep understanding of the unique needs of our customers

Deliver pioneering products and services of outstanding quality and value

Delight our customers with great experiences at every touch point

This is how we will always demonstrate responsible leadership with trust.



Product Innovation

SUSTAINABLE TRANSPORT

During the reporting year, expenditure incurred on Research & Development (R&D) activities was INR 22,043 million. R&D activities take into account current and likely future regulatory norms. Further our R&D is aligned towards developing and acquiring technology, core competence and skill sets required for timely delivery of envisaged future product portfolio with leading product attributes across the range of Commercial and Passenger Vehicles. For Passenger Vehicle product range - focus is on stunning design, drive experience and connected car technologies and for Commercial Vehicle product range - the focus is to be the market leaders by enhancing fuel efficiency, minimizing total cost of ownership and adaptive to different applications. We endeavor to meet and exceed prescribed and prevalent vehicle safety regulations, develop vehicles powered by alternate fuels like CNG, LPG, Bio-diesel, electric traction and Hydrogen.

Globalization and competition in the automotive sector has increased the need to innovate the products that are more efficient, provide comfort to customers and are economical. We give prime importance to innovation and are in

the process of developing a strong pipeline of products keeping customer preferences and regulations in mind. We continuously innovate to lead and / or be at par with our peers through focus on vehicle quality, reliability, safety and utility.

Until recent times, less consideration was given for efficient use of fuels. The amount of energy that various forms of transport consume leading to greenhouse gas emissions is high. The consumption of fuels is happening at a high rate leading to higher emissions. Fuel cost forms substantial part of the total cost of ownership in commercial vehicles. Effective consumption of fuels helps in reduction of emissions. Thus, there has been an increasing need to make use of energy sources that are sustainable rather than fossil fuels that have finite life expectancy. We are working on projects using environment friendly technologies that harness alternative energy.

We continue our R&D efforts in developing vehicles which are powered by alternate fuels like CNG, LPG, Bio-diesel, electric traction and Hydrogen. As part of our efforts in this area, we sponsored the first International Conference on Sustainable Fuels in partnership with The Energy

Resources Institute (TERI). We are also pursuing alternate fuel options such as ethanol blending.

We design products to deliver superior fuel efficiency thereby reducing environmental impact during use phase. We undertook initiatives by interventions at Powertrain and vehicle level to improve upon performance, refinement, meeting and exceeding the current prevalent norms of emission, fuel economy and reduction in carbon foot print of the products launched recently as well as the future products and platforms. e.g. Development of Low Carbon Vehicle Technology Program. We have worked on fuel efficient as well as various alternate fuel technologies like electric vehicles, hybrid vehicles and fuel cell technologies as below.

- Zest launched in FY 2014-15 has a unique Multidrive mode – Sport Eco and City, blend of power, maximum fuel efficiency and a perfect balance of both.
- In July 2014, we expanded our footprint in the petrol market with the launch of our indigenously developed and globally benchmarked Revotron 1.2T engine, India's First 1.2 Litre MPFi Turbocharged Petrol Engine and the first from the new generation Revotron engine series.

Compressed Natural Gas (CNG) Series Hybrid Bus

The internal combustion engine is a highly non-linear system which is efficient only in a small operating zone. CNG offers lower CO₂ emissions per kWh, and thus, a CNG series hybrid bus becomes the lowest CO₂ emitting urban bus considering the energy mix in India. We have developed this technology and have now commercialized the technology with 10 buses sold to EMT Madrid, the public transportation authority of the city of Madrid, Spain, in 2013. The buses have been in operation for more than 2 years and have covered close to a million km cumulative in operation. The vehicles have been giving 24% - 27% savings in fuel consumption in general, and have reported up to 40% fuel savings. The customer is saving around 16,300 kg of CNG every year due to the Tata Motors' hybrid bus fleet, which translates to about 45 tonnes of CO₂ emissions which could reach up to 200 tonnes CO₂ in the long term. CNG Series Hybrid buses further reduces CO₂ emissions, and are arguably the lowest CO₂ emitting public transportation solution today for buses in India.



- This year we launched the new Intermediate and Light Commercial Vehicle (ILCV) range of trucks named ULTRA. It offers superior technology and design that ensures lower total cost of ownership through higher uptime because of increased driver comfort, superior aggregates and customized requirements.
- PRIMA LX trucks range of trucks were extended with the launch of Multi-axle truck variants – 2523.T & 3123.T
- Emission Free Public Mobility - We are currently developing a fast

- charging bus concept, which will be more efficient as compared to the battery operated buses
- Electric Vehicles - Our two new electric vehicles Tata Magic and Tata Iris were demonstrated at the Auto Expo 2014.
- Fuel Cell bus - We are currently testing the hydrogen fuelled zero emission fuel cell bus for urban transportation.
- The Starbus line of passenger vehicles from Tata Motors has been a significant success within the JNNURM initiative, playing a

- significant role in bolstering the city bus network.
- CNG Series Hybrid Bus has been giving 24%-27% savings in fuel consumption in general, and have reported up to 40% fuel savings as per available monthly running data from June 2014 to May 2015.

During the reporting year, we filed 86 Patent Applications and 203 Design applications. In respect of applications filed in earlier years, 21 Patents were granted and 5 Designs were registered.

Zero On road Emissions Vehicles

We are committed to maximizing customer satisfaction and strives to achieve the goal of excellence by continual improvement through on-going design and development of safe, cost effective, quality products by using environmentally sustainable technologies in line with the corporate quality and environmental policies. As the global demand for energy increases exponentially, the energy sources, mainly fossil fuels are being seriously depleted. There is, therefore, critical need for finding means of conserving non-renewable energy sources as well as to identify non-polluting renewable energy sources which will fuel our energy needs in our long-term future. With this in mind, we have focused on development of fuel efficient vehicles and vehicles using alternate fuels.

Our team developed Pure Electric Ace for transporting goods in the city and Magic for transporting people as requirement last mile connectivity from nearest mass transport station to the neighborhood. The Magic EV has a range of 50km and a top speed of 40km/hr; Super Ace EV being a goods carrier has a range of 100 km and a top speed of 80km/hr.

Super Ace EV, Magic EV and IRIS EV



BREAKTHROUGH IN ALTERNATE MATERIAL USAGE / MAXIMIZING MATERIAL USAGE

With a view to embed sustainability, we have taken initiatives for use of green and sustainable materials for change over from 50:50 to 40:60, coolant to water proportion, to reduce MEG (Mono Ethylene Glycol) usage which is derived from petroleum (Crude oil). We have also developed coolant which uses Molasses (Sugarcane by-product) based MEG which in turn will make Tata Motors' coolants further green. We have also developed air-dry paint which will eliminate and conserve baking heat energy for underbody painted components.

The teams came up with the concept of "One Gram One Part Saving", aimed at weight reduction of input material and identification of hidden costs. The initiative brought vital improvements in the yield along with system improvements in the FTI simulation software and Tool Track System.

As a part of European export regulation requirements, we completed pre-assessment certification in November 2014 for RRR (Recycling, Recovery & Reuse & ELV (End of life vehicles) Regulation for Europe Export models. Our vehicles exported to Europe continued to be in compliance with the EU – ELV directive.

We have taken steps to address EUREACH regulations which currently applies to European markets for reducing the use of hazardous substances in the product. For this, we have developed an in-house IT system for Supplier Relationship Management (SRM) that is used to compile vendor data on Substances of Very High Concern (SVHC) and Banned Chemicals declaration. Vendor awareness was created through vendor meets on REACH regulations. Vendor guidelines are also released for data collection on SVHC and Banned Chemicals declaration.

We use aluminium and other lightweight materials to reduce vehicle weight and thus improve fuel and CO₂ efficiency. We plan to continue to build on this expertise and extend the application of aluminium construction as it develops new products. Recognizing the need to use resources responsibly, produce less waste and reduce the its carbon footprint, we take conscious efforts and take measures to reduce emissions, waste and the use of natural resources in all of our operations. We are also developing more efficient powertrains and other technologies.

Our research team is constantly working on alternate and composite materials. Use of jute and polypropylene (PP) based composite have been successfully implemented for few applications like headlining, parcel shelf on Tata Nano standard version. Jute fibres

are safer to handle, process and use. They also require less energy to manufacture compared to conventional glass fibres and are readily available in India, making it viable to replace glass fibres. Eliminating or reducing use of hazardous substances in our vehicles continues to remain one of focus areas for product innovation and development. Tata Motors is

committed to work on light-weighting technologies under weight reduction initiative, TML is working on use of advanced SMC Nano material to reduce weight of cab panels by 25% & use of Aluminium for specific body panels in upcoming models is being studied for weight reduction up to 40%-50%.

Weight reduction of Prima at ERC – JSR (L*3128K)

Load Body Size	Vehicle Name	Weight of the Vehicle with HYVA Load Body (in kg)	Weight of the Vehicle with Moon Project Load body (in kg)	Weight Reduction (in kg) or (%)
20 C.M.	PRIMA LX 3128.K	14860	13555	1305 (approx. 8.7% on vehicle)



Vehicle Snap with Existing Load Body



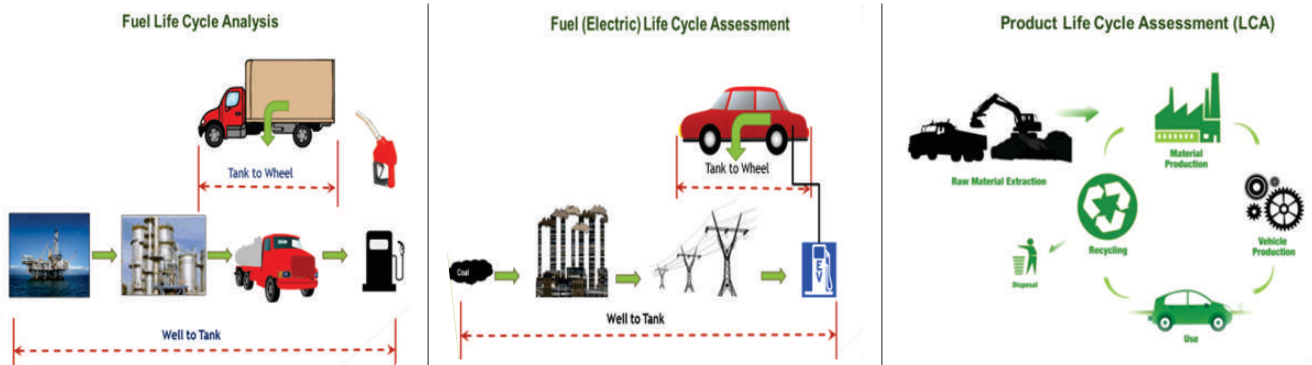
Vehicle Snap with Light Weight Load Body

This weight reduction has improved the fuel efficiency per ton carriage capacity of vehicle

Life Cycle Thinking at Tata Motors

With a view to design and develop sustainable automobile products, we have taken up Life Cycle Assessment (LCA) initiative at Engineering Research Centre, Pune. We have adopted LCA approach in two ways: Fuel Life Cycle Analysis and Product Life Cycle Analysis. Energy use and emissions are a function of fuel production and vehicle efficiencies and emissions. Fuel Life cycle assessment consists of Well-to-Tank (WTT) analysis and Tank-to-Wheel (TTW) analysis. The WTT analysis covers the energy use and emissions generated during the fuel production stage, whereas the TTW stage concerns the energy use and emissions associated with vehicle operation over a typical Indian drive cycle. This is the first fuel life cycle assessment study conducted in Indian context, providing inputs on future sustainable fuels for automotive products.

We are the 1st Indian automobile company to conduct such LCA studies and completed LCA of a car - Nano. During the FY 2014-15, we conducted LCAs of four products viz. Nano-CNG, Safari Storme, ACE-Diesel and ACE-CNG. Environmental impacts including carbon footprint of these products were assessed and compared.



Tata Motors has completed LCA of 4 vehicles which is more than 10% of TML CV & PV products.

Prolife is a viable alternative for any type of product made up of standard interchangeable parts for which replacement parts can be easily salvaged, manufactured or obtained. We are working on Prolife '(Prolong the life via reconditioning or remanufacturing), a process by which product is returned at the end of its life to same as "new" condition in a manufacturing environment. It operates on a like-to-like exchange, in which end-of-life products are returned for a 'Prolife' product – reducing waste and minimizing the need of raw materials to produce a brand new item.

MOBILE AIR CONDITIONING SYSTEMS AND LOW GWP REFRIGERANTS

We have reduced the quantity of R134a refrigerant gas in our passenger cars and commercial vehicles. The quantity of high GWP R134a refrigerant which is used in our products has been reduced in some of our passenger cars and commercial vehicles. In Indica NA car and Xenon pick-up truck we have implemented new types of evaporators in the refrigerant circuit which has resulted in reducing the quantity of high GWP refrigerant by 220 grams and 50 grams respectively. Performance Trials with R1234yf (GWP =4) has

been completed on single AC system on one of our Car and Dual AC system on one of our system in order to meet EU legislation for refrigerants with GWP<150.

PRODUCT SAFETY

Safety is of prime importance for us and our R&D team strives to design and develop products that are fuel efficient and that can be disposed of in an environmentally friendly manner. We are committed to develop products with latest technologies thereby ensuring passenger safety and comfort. We have a crash test facility passive safety development in order to meet regulatory and consumer group test requirements and evaluate occupant safety, which includes a full vehicle level crash test facility, a sled test facility for simulating the crash environment on subsystems, a pedestrian safety testing facility, a high strain rate machine and a pendulum impact test facility for goods carrier vehicles.

The Tata Marcopolo buses running on BRTS network are the only front engine automatic transmission buses which incorporate automatic transmission thus reducing driver fatigue and increasing safety. We are developing and harnessing the potential of telematics, to fully

manage and control vehicles digitally.

The Tata Magic Iris EV is the one such vehicles spearheading our efforts, and the recent TU Automotive Detroit – Telematics Autonomy mobility award is acknowledgement of our work. It's a big win for Tata Motors' IRIS electric, Android based vehicle at the TU Automotive Awards, 2015.

Following Health and Safety features were incorporated in our products:

- Bolt and Zest launched with frontal airbags and certified for India market.
- Child safety - AIS 72 certification for all PV and CV programs
- Light weight FUPD certification for M & HCV platform
- Autonomous Emergency Braking City and Urban test facility installed as per ENCAP requirement.
- Optimization and robustness process development and integration in structural CAE.
- Restraints system integration capability in CAE, design and test domains. Full system ownership from new generation platform development.

Energy Efficient and light weight mobile air conditioning systems for buses

LCV buses (Star Ultra buses and 913 CNG buses) are deployed with energy efficient 3D scroll compressor in place of swash plate compressor and light weight roof AC system (with new generation heat exchangers) in place of heavy roof AC system. Scroll compressor and light weight roof AC system is better by 10%-13% as far as fuel economy is concerned with additional benefit in acceleration, gradability and drivability performance. Light weight roof AC system with advanced heat exchangers saves on refrigerant quantity by 25%-30 % by weight. Advanced thin heat exchangers calls for small fan size and resulting less power consumption by 13%-17%. This learning will be deployed on HCV buses in coming years.

NOISE REDUCTION

Our safety development facilities incorporate equipments we believe will help improve the safety and design of our vehicles. This includes emission labs engine development facility, a testing facility for developing vehicles with lower noise and vibration levels. In addition, we are installing a new engine noise test facility and transmission control unit which we expect will aid powertrain development. We replaced bus roof AC system's brushed motors with brushless motors controlled by Pulse Width Modulation (PWM) on Star Ultra Buses and reduced the in cab noise by 1dBA and increased the conditioned airflow by 15%. We have achieved reduction in pass by noise of all Tata Motors' vehicles as per ECE-R 51 by implementing various measures like - Provisions of acoustic shields to Power train,

Improved ECU calibration (Vehicle Acceleration Management Filter), Intake resonators, Exhaust system with pre-silencers tuned.

MINIMIZING ENVIRONMENTAL, SAFETY & HEALTH IMPACTS OF PRODUCT DEVELOPMENT PROCESS:

We are making conscious efforts to improve our product performance by improving the safety features, reducing the consumption of fuel and increasing the level of resource efficiency of our products during design stage. At the same time, our Engineering Research Centre (ERC) team is carrying out constant research to reduce the environmental impact of product design and development activities, eliminating health and safety risks during product testing stage.

Increasing use of 'digital validation' techniques has enabled a reduction in the number of physical

prototypes required to be manufactured for testing and validation, thus conserving resources in design & development stages.

We have introduced a unique initiative 'Eight Poster' at Jamshedpur for Product Testing (product development facility) for; structural durability testing, evaluation of suspension, frame Dynamics behavior and vibration test. It is a system to duplicate the measured service response of the vehicle on the test bed. Testing can be conducted without running the engine for 24 hrs a day, saving fuel and resulting emissions from on-field testing of products. Drivers are also not required to drive the vehicle for testing, eliminating fatigue and associated safety & health hazards of on-field vehicle testing of products.

Implementation of Eco friendly water based paint technology for painting prototype vehicles

Painting applications use solvent as paint carriers which contain high levels of VOCs. These solvents emanate string smell as well as generate hazardous sludge which causes detrimental effects to environment and human health. Implementation of water base paints reduces VOC Emission by 97%, reduces harmful sludge generation by 50%, increase in pot life & shelf life by 2 times. We are committed for reduction of harmful VOC emissions into the environment in-turn providing benefit to health of the employees within the plant and other negative environmental impacts on planet Earth.





Energy and Climate Change

Tata Motors' Climate Change Policy articulates its commitment to minimize GHG emissions from its products, operations and services. The Policy focus is to optimize energy consumption and maximize use of renewable energy in our manufacturing operations, and drive carbon footprint mitigation in the value chain. Our integrated manufacturing plants include energy intensive operations such as foundry, paint shop, press shop, weld shop and aggregate manufacturing and accordingly all Plants are focussed on energy conservation.

We manage our energy needs in a responsible manner and continually seek opportunities to improve energy efficiency and increase the clean energy mix in our manufacturing process. The conventional fuels¹⁴ used to meet the energy needs are high speed

diesel (HSD), light diesel oil (LDO), furnace oil (FO), liquefied petroleum gas (LPG), propane, compressed natural gas (CNG), and piped natural gas (NG). Diesel and petrol are consumed as fuel for engine testing and transport vehicles. During the reporting year there was a 5.7% reduction in total energy consumption as compared to FY 2013-14.

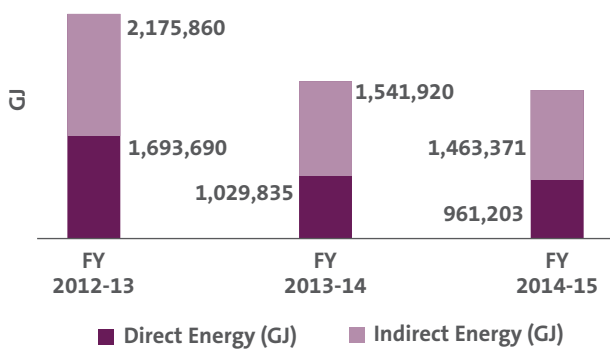
Our energy management approach is extended to our Supply Chain by creating awareness amongst Suppliers on various environmental issues including energy efficiency and management. Best practices and case studies are regularly shared with Suppliers through emails and during Vendor Meets.

Our consumption of renewable energy is mainly from captive wind power plants and third party wind power purchase. A total of 117,398

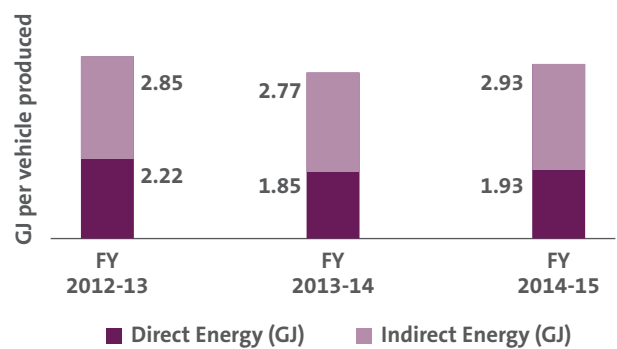
GJ of renewable energy has been utilised during the year, resulting in avoidance of 32,121 tCO₂e. The total renewable energy accounted for 4.8% of total energy consumption.

The majority of green power purchased through grid is at Pune location. During the FY 2013-14, the bulk of renewable energy (60 million kWh) was sourced from Third Party Wind Power developers through Open Access in Maharashtra. However, as per revised Open Access Regulation 2014, the Maharashtra State Electricity Distribution Company Limited (MSEDCL) did not permit purchase of wind energy through Open Access and hence captive wind energy was the only source of renewable power in FY 2014-15. This resulted in a 68% drop in total renewable energy consumption over the preceding year.

Total Energy Consumed



Energy Consumed per vehicle produced



*Intensity ratios are calculated on basis of total vehicles manufactured

Automobile manufacturing is energy intensive and energy consumption is a source of GHG emissions and a significant operational cost. While energy conservation in manufacturing operations has always been a key focus area for us, we have supplemented this approach by increasing the consumption of renewable energy from captive wind power plants, third party wind power purchase, and utilization of our large built-up area for setting up roof-top Solar PV projects. All Plant locations monitor fixed load consumption and work in cross-functional teams for sustained improvement of specific energy consumption. Our efforts have been recognized externally and our manufacturing Plants are considered as benchmark excellent energy efficient units



Prasann K Chobe
Senior Vice President,
Head - Manufacturing Operations, CVBU

14) IPCC default net calorific values were used to convert the fuel consumption into standard energy units of Giga joules.

We have our own 'captive wind power' project of 21.95 MW capacity which is also registered under REC scheme. In FY 2014-15 Pimpri Works utilized wind energy of 26 million units (equivalent to 24,435 tCO₂e avoided), resulting into net savings of INR 163.5

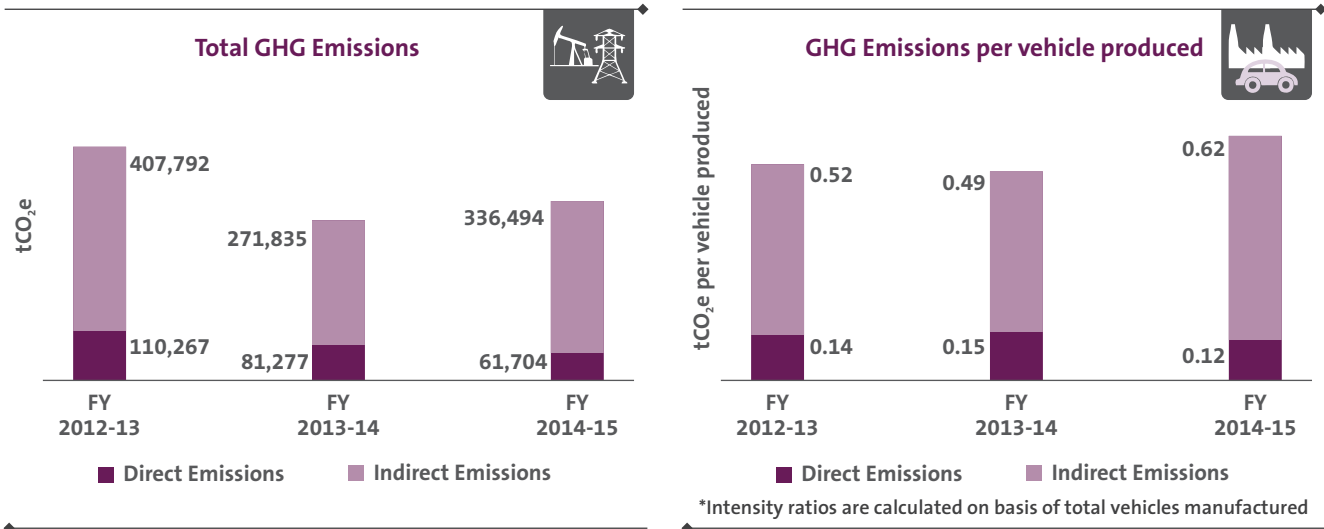
million in electricity charges. Under the REC scheme, this generated a cumulative 58,558 Renewable Energy Certificates (RECs); out of which 28,829 RECs were sold through auction, resulting into cumulative benefit of INR 31.4 million. Our Sanand Works utilized

wind energy of 5.45 million units (equivalent to 4,466 tCO₂e avoided) which was purchased through TPTCL, resulting into net savings of INR 3.76 million in electricity charges.

Sourcing Green Power within Manufacturing Plants

Utilization of vacant roof-top space of buildings and Shops in our existing manufacturing locations have for long presented an opportunity to enhance on-site renewable power generation. Feasibility of roof-top Solar PV projects had been evaluated but could not be implemented due to various limitations. Now, with the technology to switchover Plant electrical load to solar power during daytime and readiness of Solar Power Companies to invest capital for erection of rooftop PV panels we have created a model which benefits Tata Motors, the Solar Power Company and the environment. TML has entered into long-term Power Purchase Agreements with Service Providers in which we provide the idle roof space on available built-up area and the Solar Power Company supplies the generated solar power at a price lower than grid power. The 1st Solar PV Plant of 223 KWp was commissioned at Pune which will eventually culminate into a total capacity of 1500 KWp capacity at Pune. We are in the process of replicating this Pune model across other manufacturing locations which will have a combined capacity of 5000 Kwp.





Our direct GHG emissions have decreased by 24% and indirect GHG emissions have increased by 23.8% in FY 2014-15 as compared to FY 2013-14 and our total GHG emissions have increased by about 13%

Scope 3 emissions as a result of employee commute of our employees accounted for 12,926 tCO₂e of GHG emissions. This includes employees of our subsidiary Companies included in our reporting boundary this year - TAL Pune, TMLDL Jamshedpur and TMML Lucknow, as these operate out of our manufacturing plants. Going forward we are working on strengthening our systems for including data on other Scope 3 emissions which are material to TML such as upstream & downstream value chain, fleet

emissions and business travel.

Energy conservation is a major process improvement driver across our manufacturing plants. We have a structured process to identify and implement ENCON (Energy Conservation Initiatives) at our plants. The annualised energy savings during the year were to the tune of 160,571 (fuel and electricity energy savings) GJ¹⁵, leading to an estimated avoidance of 72,576 tCO₂e emissions¹⁶.

During the reporting year energy conservation projects have been implemented at all Plants & offices and special efforts were made to increase the use of renewable energy. Some of the significant projects include-

- Waste Heat Recovery System to recover waste heat from exhaust

flue gas of paint baking oven, reduction in thermal losses in furnaces, optimized shift operation of ovens at Foundry, use of low temperature degreasing chemical at Paint Shop, installation of star rated AC systems and conversion of Electrical Heating into Natural Gas Heating system for washing machines.

- In area of illumination, installation of energy efficient LED batten fittings for task lighting and LED high bay for general lighting, use of 54Wx4 T5 lamps for shop lights, installation of energy savers in lighting circuits, installation of LED street lights, and installation of LED low bay fittings, were significant achievements.

Performance Data on Subsidiaries

Aspect	Indicator	Units	TAL Pune	TMLD Jamshedpur	TMML Lucknow
Energy Consumption	Direct	GJ	**Insignificant	237,152	1,222
	Indirect	GJ	4,936	264,654	11,538
Emissions	Scope 1	tCO ₂ e	-	16,147	77
	Scope 2	tCO ₂ e	1,138	61,017	2,660

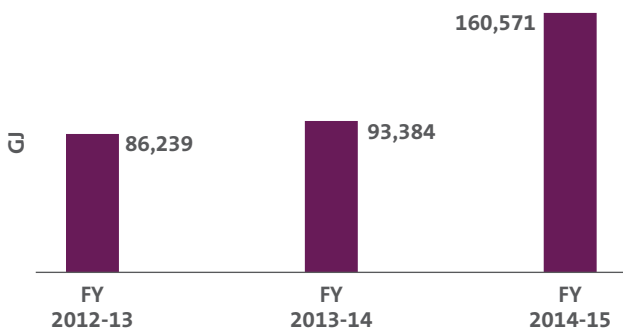
15) Energy savings reported are on annualized basis estimating the energy savings of ENCON initiatives for one complete year

16) The direct emissions are calculated based on the fuel quantity consumed using IPCC default emission factors. The indirect emissions are calculated based on electricity sourced from grid using the latest grid emission factors published by Central Electricity Authority, India. The emission reductions are calculated based on the grid emission factors published by Central Electricity Authority, India in Jan 2014 Ver.9.0 for electricity saved and IPCC default emission factors for fuel saved.

- Replacing existing KPC make compressor at Pune with energy efficient Ingersoll Rand make compressor (3000 CFM and specific energy consumption of 15 kWh/100CFM) for generation of compressed air which has resulted in 7% energy saving.
- Use of energy efficient pumps, energy efficient compressed air nozzles, new technology of Auto Pouring System for metal at Foundry, installation of runner / riser breaking machine to reduce the size of runners / risers which are charged back into Foundry furnaces.
- Reduced pressure of compressed air supply to Shops, use of portable small compressors for low compressed air requirement on holidays, isolation valves for individual bays in compressed air network, downsizing of motors, elimination of motors and delta to star conversion of motors, fresh air blower replaced by air circulation fans.
- Installation of Variable Frequency Drives for various applications like blowers, pumps & air supply plants' motors as a flow control strategy for energy conservation,
- Use of motion sensors & timers for ON-OFF control of lighting system and fresh air blower operation, modification in electrical logic for automatic switching ON-OFF operation of hydraulic motors, coolant pumps, blowers etc., optimization of AC plant operations, optimized operation of panel AC systems, use of wind ventilators, etc.
- These efforts have resulted in electrical energy saving of 17.4 million kWh resulted in cost savings of around INR 167.9 million.



Annualized Energy Savings due to ENCON Initiatives

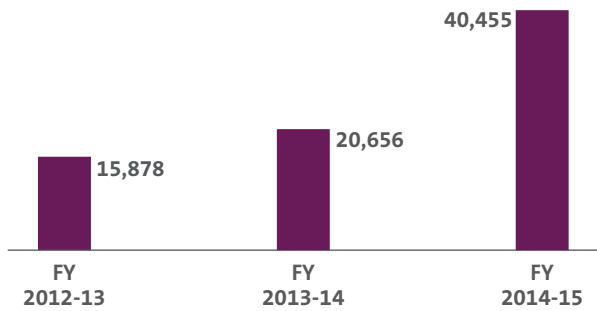


Total Energy Savings per vehicle produced



*Intensity ratios are calculated on basis of total vehicles manufactured

GHG Emissions reduction due to ENCON initiatives



Waste Heat Recovery System at Tata Motors, Pune

A 'Waste Heat Recovery' system was installed at Pune paint shop to recover waste heat from exhaust of paint baking oven and use for hot water generation required in Paint Shop (35% reduction in Natural Gas consumption)



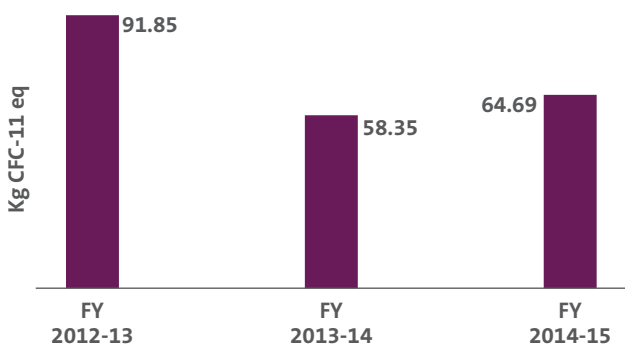
OTHER AIR EMISSIONS

Refrigerants possess ozone depletion potential (ODP) and global warming potential (GWP). We use R134a gas for most of the air conditioning, chiller and panel cooler applications at our Plants. 65 kg of CFC-11 equivalent of ODS was consumed during the reporting period.

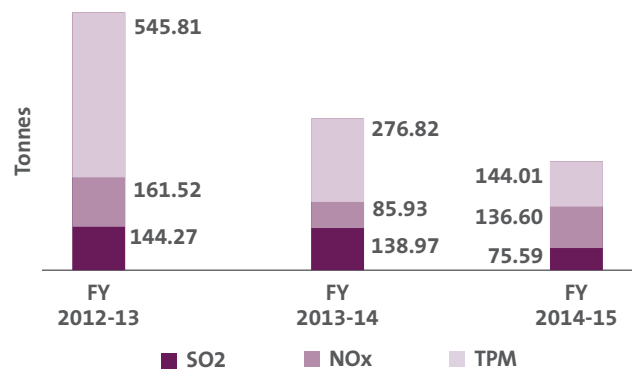
Total Particulate matter (TPM), oxides of nitrogen (NO_x) and sulphur dioxide (SO₂) constitute the other major air emissions arising from our manufacturing activities mainly from the combustion of fossil fuel. Majority of process heat requirements at Paint Shops are met using clean gas fuels – natural gas or propane. Particulate

emissions from foundries are effectively controlled using appropriate emission control equipment. Absolute emissions trends are lower than preceding years due to lowered consumption of fossil fuels in the process.

Refrigerant Consumption in Manufacturing



Air Emissions





Environmental Stewardship

INTRODUCTION

Tata Motors' Environmental Policy and Climate Change Policy establishes a precautionary approach to environmental management. Our Board level Safety, Health & Environment (SHE) Committee comprising of Independent as well as Executive Directors, guides and reviews environmental performance periodically. The Safety, Health & Environment (SHE) Council and the Safety, Health & Environment (SHE) Apex Committee, guides and reviews the environmental performance at Business and Plant levels respectively.

Environmental Stewardship has been the cornerstone of all our manufacturing operations right from inception of the Plant. Our Plants incorporate environmental planning in all aspects and the infrastructure for pollution control and natural resource conservation are continually and proactively upgraded in response to changing internal requirements and regulatory requirements.

A defining feature of all our manufacturing plants are large and well-developed 'green' areas and artificial water bodies created with storm-water runoff. The Manufacturing Planning / Technical Services function endeavours to minimize environmental impacts of manufacturing in their choice of manufacturing technology, production processes and equipment which ensures that the

lifetime energy and environmental footprint of our manufacturing operations is optimised. Breakthrough achievements in environmental protection are shared internally across Plants to scale up the environmental benefits. This internal benchmarking at the process level helps to continually improve our environmental performance.

All Plants have a well-established Construction, Plant Engineering and Environment Management function which drives environmental stewardship activities, ensures compliance of all environmental legal provisions, and continual improvement under the established Environmental Management Systems (ISO-14001). Operationally, this function drives Plant specific initiatives such as recycling of treated effluents, bi-methanation and composting of bio-degradable waste, energy and material recovery from hazardous wastes, oil reclamation, and rainwater harvesting. This in-house function is also responsible for identifying opportunities for material and resource consumption and driving projects for realization of the same. This functions also work in tandem with Manufacturing and Technical Services in operational areas. Examples of such projects include introduction of localised water re-circulation, supply of re-cycled effluent, increasing useful life of water based coolants and washing media, re-use of re-claimed neat

oils, flushing thinner and paints for suitable applications, waste segregation at source to increase recovery of useful scrap materials and minimize hazardous waste destined for landfill or incineration.

ABOUT GREENCO

During the reporting period our Jamshedpur and Pantnagar Plants were assessed under CII GreenCo and were rated 'GOLD'. The CII-GreenCo - Green Company Rating System is a holistic framework to evaluate the environmental performance of an organization which assesses the environmental attributes of – products, processes and value chain.

The rating system scorecard rates applicants on a scale ranging from Certified, Bronze, Silver, Gold to Platinum. The 'GOLD' recognition represents the next stage in our journey to adopt the GreenCo rating as a common organizational measure in our journey towards environmental excellence.

Our CV and PV manufacturing units at Pune completed the assessment in the previous reporting period and were also rated 'GOLD'. Our remaining three manufacturing plants are also in the process of preparing for the GreenCo assessment in the current year. Going forward adopting GreenCo will lead to process level benchmarking and commonization of action plans for improving our score on the assessment parameters.

“The best part of GreenCo rating is it not only evaluates the Company on its environmental performance but also suggests the way forward for the organization to gain the much needed competitive advantage. Nothing can be more holistic than a GreenCo rating. Green means profit.”



Anil Sinha

Vice President - Manufacturing Operations, PVBU

MATERIALS MANAGEMENT

Vehicle models which are in production are the focus of Material Conservation efforts by Value Engineering route which results into weight reduction and cost optimization of vehicles. These initiatives are fundamental to Gross Vehicle Weight reduction which is linked to fuel efficiency and lower on-road emissions. We foster a collaborative approach to Value Engineering in which representatives of Suppliers and various functions work in Cross-Functional teams to generate, validate and implement ideas. Subject specific Conclaves are also held such as - castings and plastic parts. Technology Days are held

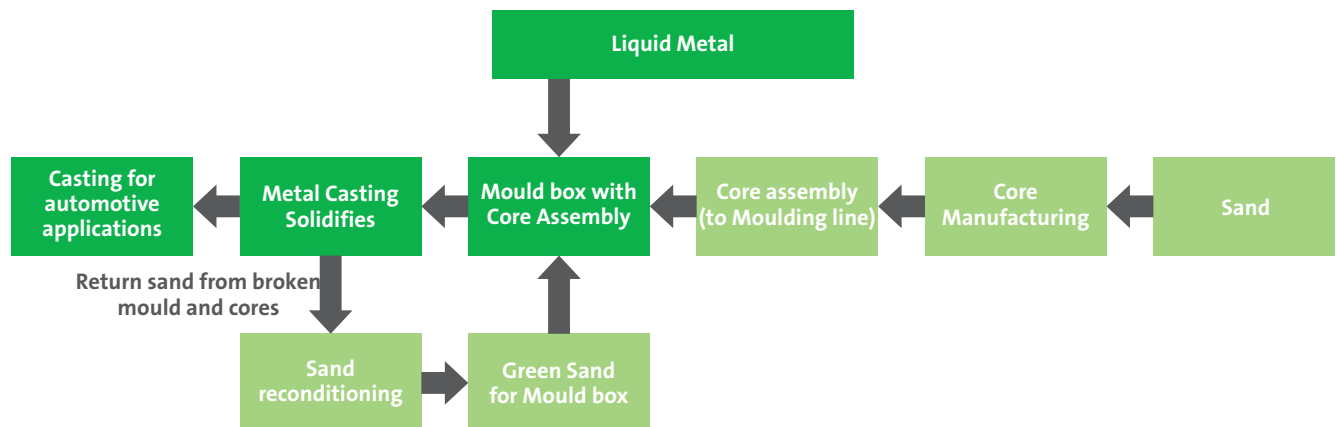
with OEMs and Suppliers to create awareness about emerging technologies on specific components.

Automobile manufacturing requires primary raw material such as steel sheets and plates, castings, forgings, lubricants, paints and thinners, welding consumables, etc.. While a majority of aggregates such as axles, engines, gear boxes and cabs are manufactured in-house, they are also procured from our subsidiaries, affiliates or strategic suppliers. Proprietary equipment such as tyres, fuel injection equipment, batteries, electrical items, rubber and plastic parts, are procured from OEMs. Material conservation focus is

ensured from design to dispatch so as to consume fewer resources through product innovation and process optimization. For example – increased use of aluminium and other lightweight materials to reduce vehicle weight and improve fuel efficiency. Trends in direct material consumption such as steel sheets and plates, castings, forgings, etc. are largely determined by volumes and the number of material conversion operations carried out in-house. We focus on conservation of indirect materials- namely consumables such as lubricants, fuels, through focused efforts on material substitution, process optimization and waste reduction.

Material consumed	Units	FY 2012-13	FY 2013-14	FY 2014-15
Steel	Tonnes	135,873	114,185	96,882
Steel Tubes	Tonnes	19	3	12
Non-Ferrous Alloys	Tonnes	3,577	3,838	3,548
Ferrous Alloys	Tonnes	733	2,740	3,408
Steel Melting Scrap	Tonnes	68,422	50,456	59,185
Paints, Oils & Lubricants	Tonnes	10,840	2,680	2,078
	Kilolitres	12,455	9,140	9,131
Tyres, tubes & flaps	Numbers	5,282,763	3,102,908	3,249,683
Engines	Numbers	100,737	81,644	105,182
Sand	Tonnes	52,634	20,161	51,468

Iron Foundry - Sand re-cycling within process



Our requirement of critical-to-quality castings (both iron and aluminium) are met in-house through captive foundries at Pune and Jamshedpur. Sand – is a key natural resource used in Iron Foundries for creating mould box and cores. At our Iron Foundries, almost 85% to 90% of the ‘burnt’ mould sand and cores generated is re-cycled back into process using Sand Reconditioning Plants.

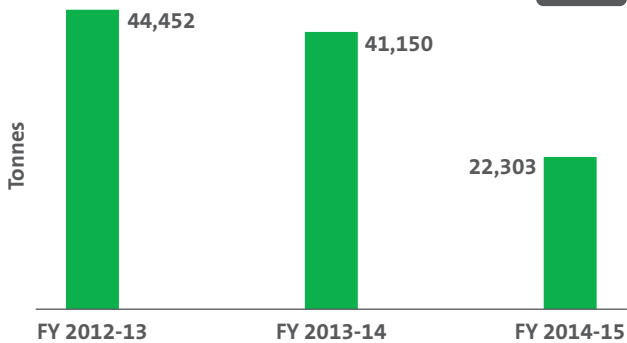
Sheet metal scrap generated from in-house Pressing and Stamping operations are also re-cycled within Plant in Iron Foundries at Pune and Jamshedpur. During the reporting period we recycled 22,303 tonnes of

metal scrap and forgings at our Pune and Jamshedpur plant.

With on-road use and age, vehicle performance deteriorates as key aggregates like engine, gearbox and trans-axles reach the end of their useful life. Our ‘Prolife’ business (its name derives from – ‘Prolong life’ through reconditioning or remanufacturing) is aimed at extending the useful life of engines and other vehicle aggregates at the end of their life to “same as new” condition in a manufacturing environment and to make it available to customers at the exchange point.

Remanufacturing restores used engines and other aggregates to ‘like-new’ condition that are functionally equivalent to a new aggregate at much lower environmental and economic cost than manufacture of a new engine or aggregate, which contributes to resource conservation and provides extended value to our customers. Prolife business with a turnover of 1,380 million now also exports re-conditioned long blocks to international markets. 19,000 engines and approximately 41,000 components were reconditioned during the reporting period.

Recycled Metal Scrap & Forgings



Metal spraying- one of the reconditioning approaches at Prolife

Material Consumption in Subsidiaries (2014-15)



TMLDL, Jamshedpur ¹⁷			TAL, Pune			TMML, Lucknow		
Material	Units	Quantity	Material	Units	Quantity	Material	Units	Quantity
Steel	MT	67.5	Steel including Forgings	MT	772.6	Galvanized Steel	MT	850
Paints	KL	15.0	Casting	MT	588.5	FRP (Fiber Reinforced Plastic)	MT	150
Oil	KL	421.1	Paints & Thinner	KL	20.4	Plywood	MT	350
Lubricants	MT	42.8	Oil & Lubricants	KL	25.0	Glass	MT	260
Steel Shot	MT	160.7				Plastic	MT	70
						Aluminum	MT	90

17) Direct materials consumed by TML Drivelines Ltd. is reported under TML consumption. Indirect materials consumed separately by TML Drivelines Ltd. are reported here.

WASTE MANAGEMENT

Our manufacturing Plants are vertically integrated and a number of manufacturing operations from pressing / stamping, fabrication, painting, machining, assembly and testing of aggregates to final assembly of vehicles are carried out in-house. The operations generate solid and liquid wastes for which waste management practices are in place which emphasize waste minimization and reduction at source, waste reusing/recycling and waste disposal in an environmentally sound manner. In order to align with waste disposal regulations and specific conditions of operating permits / authorizations in the States where we operate, 37% of hazardous wastes are disposed to Government approved Common Hazardous Waste Facilities for end disposal by

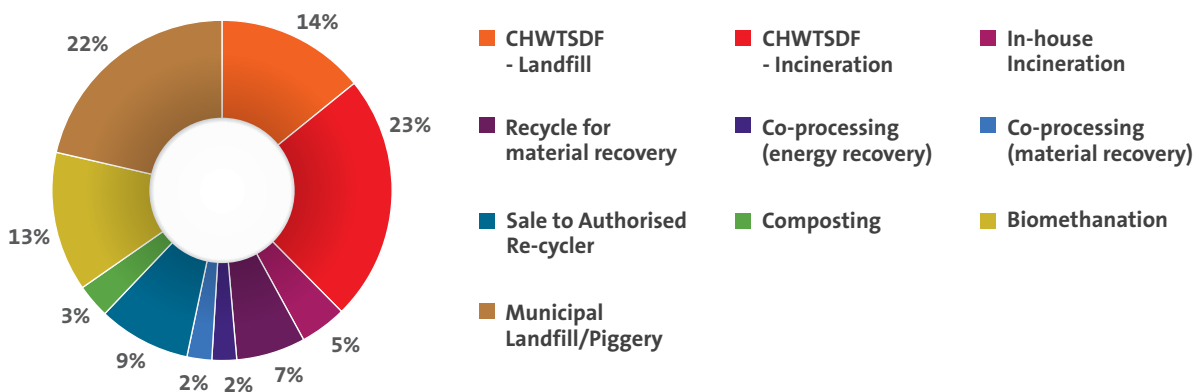
landfill or incineration. In line with similar regulations which govern hazardous scrap material, we have disposed 795 MT of such scrap (lead acid batteries, e-waste, used oil, non-ferrous scrap etc.) to Government authorized re-cyclers. With a strong strategic drive to divert hazardous wastes away from such destructive disposal which adds to environmental burden, a number of re-cycling options have been explored and implemented.

Going forward we are committed to increase this quantum and aim for “Zero waste to Common Waste Disposal Facilities”. Some initiatives include – energy recovery from high calorific value wastes through co-processing route with cement industries, solidification / stabilization of ETP sludge as pavers and conversion of paint sludge into industrial primer.

16% of the total bio-degradable waste generated from canteens was disposed through in-house bio-methanation and composting while the rest was disposed through authorized landfills.

Non-hazardous scrap arises from packaging material and process scrap such as swarf, sheet metal off-cuts, scrap and rejected castings/forgings, auto parts, etc. which are sold as Scrap to Scrap Dealers which are ultimately re-cycled through the scrap industry. 48,882 MT of waste sand from Foundries was also disposed in landfills during the reporting year. Efforts to re-cycle such waste sand are in progress but these developments depend on access to appropriate technology and funding.

Total Waste Disposed by end-disposal Method



Co-Processing of Hazardous Waste in Cement Industry

Co-processing is the use of high calorific value hazardous waste in cement industry as an alternative fuel or material substitute. Co-processing is being promoted by regulatory authorities as a sustainable alternative to destruction through incineration and / or landfilling. Our manufacturing Plants at Sanand, Dharwad & Jamshedpur which have cement manufacturing plants in proximity explored the possibility and have commenced disposal of suitable hazardous waste types for co-processing after obtaining the necessary regulatory permissions. The benefits of co-processing are - energy recovery from hazardous waste, avoidance of corresponding quantity of coal required as fuel for cement manufacturing and GHG emissions thereof, and the safe disposal of hazardous waste as the high kiln temperatures ensure complete destruction of hazardous components.

Hazardous Waste by Type (2014-15)

Waste Category ¹⁸	Waste Description	Unit	Quantity
5.1	Used/Spent oil	MT	179
5.2	Oily wastes & Residues	MT	438
12.5	Phosphating sludge	MT	220
15.1, 15.2	Asbestos containing scrap	MT	2.51
20.1, 20.2	Contaminated/Spent thinners & solvents	MT	204
21.1, 23.1	Paint sludge & Residues, Sealant residues, Pattern waste from R&D activity	MT	1844
34.1	Chimney soot	MT	0.89
34.2	Spent DM plant resins	MT	1.50
34.3	ETP sludge	MT	905
35.2	Spent catalyst from heat treatment shop	MT	0.68
36.2	Incineration ash	MT	362
As per Schedule II	Shot-blasting dust	MT	16
As per Schedule IV	Non-ferrous metal scrap	MT	174
As per Schedule IV	Used oil for recycling	MT	181
-	Scrap lead acid batteries ¹⁹	MT	164
-	E-waste ²⁰	MT	102

Non-Hazardous Waste by Type (2014-15)

Sr. No.	Waste Description	Unit	Quantity
1	Canteen waste	MT	2,223
2	Sold to scrap dealers ²¹	MT	318,669
3	Foundry waste sand ²²	MT	48,882



Hazardous Waste Generation by Type in Subsidiaries (2014-15)

Waste Category	Waste Description	Unit	TAL Pune
5.1	Used oil	MT	1
5.2	Grinding sludge	MT	0.1
21.1	Paint sludge	MT	6.48
34.3	ETP sludge	MT	NIL

Waste Category	Waste Description	Unit	TMLDL Jamshedpur
5.1	Used oil	MT	NIL
5.2	Grinding sludge	MT	122.96
21.1	Paint sludge	MT	250.12
34.3	ETP sludge	MT	NIL

Waste Category	Waste Description	Unit	TAL Lucknow
5.1	Used oil	MT	NIL
5.2	Grinding sludge	MT	NIL
21.1	Paint sludge	MT	25.9
34.3	ETP sludge	MT	9.6



Ash from in-house incineration at Jamshedpur is subjected to stabilization / solidification process by mixing with cement, sand and aggregate to make paver bricks which are used within premises.

18) As per The Hazardous Wastes (Management, Handling & Transboundary Movement) Rules, 2008 as amended.

19) As per The Batteries (Management and Handling) Amendment Rules, 2010 as amended.

20) As per The E-waste (Management and Handling) Rules, 2011 as amended.

21) Canteen waste and scrap is inclusive of subsidiaries covered in our reporting boundary this year - TAL Pune, TML Drivelines, TMML Lucknow as these are operating out of our manufacturing plants

22) Foundry waste sand data is only for TML Foundries at Pune & Jamshedpur

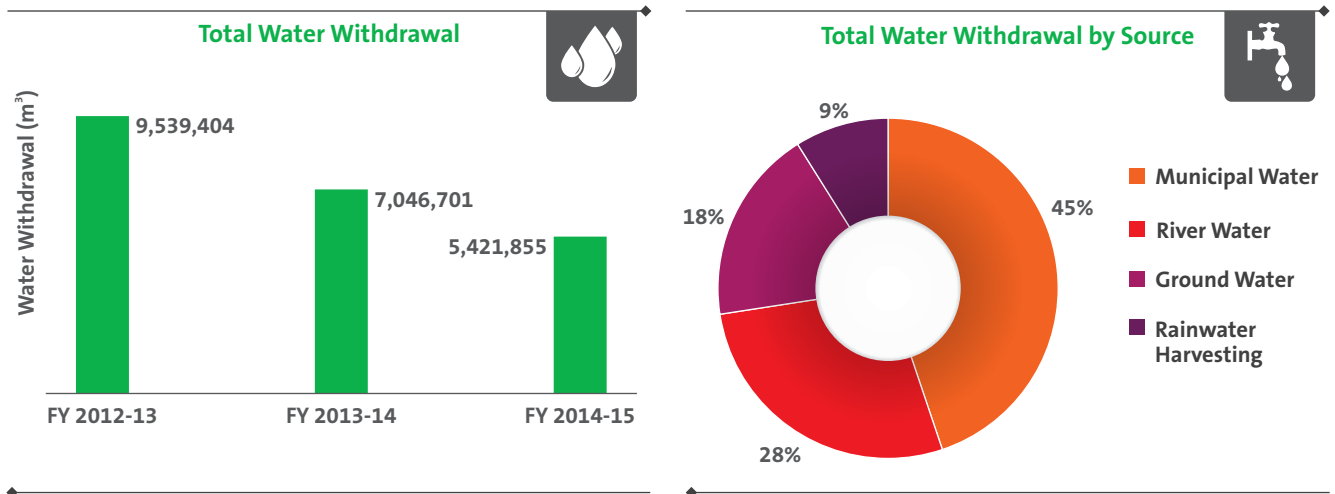
WATER MANAGEMENT

Our workforce in excess of 25000+ employees and in-house water intensive manufacturing operations such as Paint Shop, BIW Shop, Machine Shops etc. makes water a key operational efficiency parameter. Our water sustainability framework is guided by an internal Water Policy which includes Top Management commitment to drive water conservation in a planned manner and to drive awareness through all levels of the organization. Water intensity of manufacturing processes is one of the evaluation criteria for technology and equipment selection at planning stage itself. We have identified Supply Chain as a focus area for water sustainability and extended the Water Footprint

exercise to selected Suppliers during the reporting period.

Water conservation activities is driven through dedicated cross-functional teams (CFT) which includes Team Members from Utilities, Manufacturing, Support Services, Human Resource, Technical Services etc. Water conservation projects with positive cost-benefit calculations are provided with necessary financial and management support. Water management system includes a complaint redress system, with dedicated manpower to attend to water leakage complaints. Promotional activities such as celebration of World Water Day, Unique Suggestion Schemes, etc. are used to involve all levels of employees in this effort.

Manufacturing plants of Tata Motors source water from a mix of river, ground and harvested rainwater. While our facility at Pune and Dharwad have access to water supplied by public utilities, our plants at Sanand, Jamshedpur source their water from surface water / rivers. Our plants at Uttaranchal and Lucknow source their entire requirement from ground water while supplementing the same with rainwater harvesting. We carried out a Water Footprint assessment across locations to assess the future sustainability of these water sources on the background of projected water demands by competing users and have concluded that there is a low level of risk of water shortage for manufacturing operations.



Water Consumption in Subsidiaries (2014-15)

Subsidiaries	TAL Pune	TMLDL Jamshedpur	TMML Lucknow
Water Source	Municipal water	River water	Ground water
Water Consumed (m³)	44,631	634,193	52,838

Our manufacturing Plants are located in diverse geographies. Every effort is made to harvest rain water in our premises to reduce our dependence on public utilities. In FY

2014-15, a total of 476,624 m³ was harvested across our manufacturing sites. At our Pimpri, Pantnagar, Sanand and Dharwad plants, rain water is harvested in

artificial water bodies which receives storm water from the plant premises. At Jamshedpur, rainwater harvesting structure have been created as per local terrain.

Rainwater Harvesting at Tata Motors, Lucknow

Our Lucknow Plant is dependent on ground water for its water requirements. To ensure the sustainability of this water source, all storm water runoff from building and Shop rooftops are diverted to rainwater re-charge structures. These dug-cum-borewells, percolation pits, recharge wells, dolomite structures with recharge wells have been constructed across the Plant premises and has a design capacity to harvest and recharge 14,00,000 Litres/annum.

Rainwater Harvesting at Tata Motors, Car Plant - Pune

The terminal storm water outlets at our Car Plant are located at the northern boundary as per contours at location. Every monsoon season, rain water is harvested dynamically as it flows outside the premises and stored in underground tanks which are available at the same point. The harvested rain water is then provided polishing treatment using available water treatment infrastructure and blended with piped raw water supplied by utility (MIDC) and re-used in manufacturing process. During monsoon 2014 a total of 20,300 m³ of rainwater was harvested and used in process.



Layout of Lucknow Plant showing the Rainwater harvesting scheme

All our manufacturing plants are aligned with the legal requirements specified in Consents / Operating permits regarding the disposal of treated effluent and accordingly maximize the use of treated effluents for maintenance of Green Belt within the premises. 3,238,680 m³ of treated effluent was used for

gardening during the reporting period. This number includes data of TAL Pune which shares the effluent treatment facility of our Chinchwad Works where it is located. The other two subsidiaries namely TMLDL, Jamshedpur and TMML, Lucknow used 541,138 m³ of treated effluent for gardening. At

Pune and Pantnagar, 332,642 m³ was recycled back to manufacturing process after tertiary treatment while at Jamshedpur, 309,930 m³ was recycled as top up for cooling purposes. Overall in FY 2014-15, Tata Motors recycled and reused about 12% of the total water withdrawn.

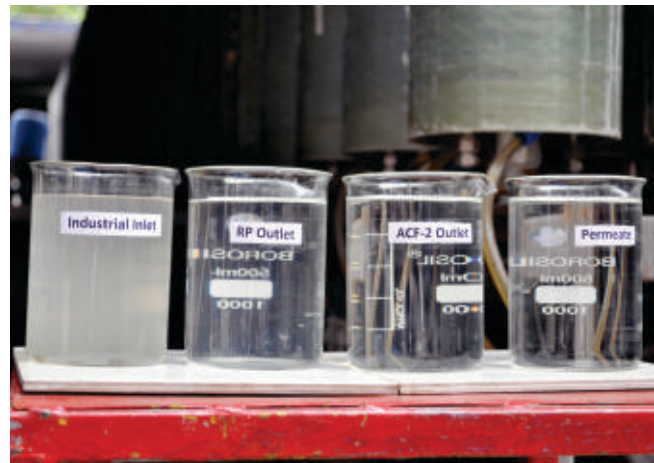


Pune: Landscaped Areas and Green Belt sustained exclusively with treated effluent

Car Plant, Pune - Effluent re-cycling through innovative finance model

The rising cost of industrial raw water, legal conditions regarding ‘zero discharge’ and the need to conserve water – a precious natural resource; provides compelling reasons to recycle industrial effluent and sewage back for re-use in manufacturing process. Various technologies are available for tertiary treatment of effluent of which Reverse Osmosis is widely used. High energy cost, variability in feed (treated effluent) characteristics, high cost of membranes, skilled manpower for operation are some challenges faced in adoption of this technology.

At Car Plant Pune we adopted a unique financial model to overcome these challenges by opting for a Build Own, Operate & Transfer (BOOT) model with a well-known OEM, in which the Service Provider set up a containerized RO Plant which uses their patented plate and tube type of membrane instead of conventional spiral wound membrane. Cost of energy and utilities are factored into the financial agreement as per which the Service Provider charges TML per m³ of permeate generated. Permeate is blended with raw water from utility (MIDC) and re-used in manufacturing process. In FY 2014-15 a total of 2,22,414 m³ of treated effluent was re-cycled back into the process saving approximately INR 4.83 million.



Quality of recycled effluent which is blended with raw water for reuse in process



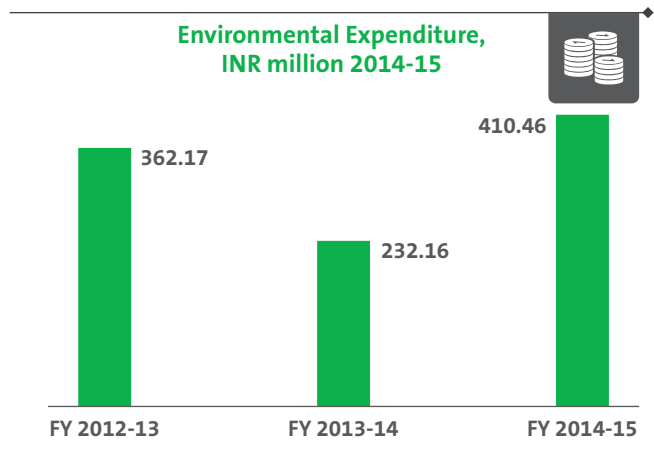
Containerised Reverse Osmosis Plant for re-cycling of treated effluent at Car Plant, Pune

Wastewater from Subsidiaries operating within our manufacturing locations are also treated and disposed in-line with operating Consents/Authorizations. While effluent from TAL Pune is combined with that of TML for common treatment and disposal, TMLDL Jamshedpur and TMML Lucknow treated and disposed 539,064 m³ and 2,074 m³ respectively in the reporting period.

Environmental expenditure figures are for Plant related expenses such as – operation and maintenance of pollution control infrastructure, cost of waste disposal to Common Facilities, environmental

monitoring, environmental improvement projects, statutory fees for- renewal of Consents/Authorizations, payment of water cess/vigilance sampling,

CTC of employees working in Environment Management function, and promotional activities to engage with employees and local communities, etc.



BIODIVERSITY MANAGEMENT

Our manufacturing locations in India are not located within the vicinity of any identified or notified bio-diversity hotspots or protected water bodies. All our manufacturing locations in India have consciously created water bodies / wetlands within the Plants using the available storm water runoff as a landscaping feature and water conservation measure. Over

time these water bodies have attracted a variety of resident and migratory avian fauna. At Pune, the wetland habitat created adjacent to Plant has over the years become host to a resident colony of Painted Stork (*Mycteria leucocephala*) whose population in India is declining owing primarily to drainage and destruction of its natural wetland habitats in the wild. Going forward we intend to develop a “biodiversity

management plan” in conjunction with experts so that the existing wetland habitats across all locations can be conserved and enriched. We also intend to leverage our presence in local communities where we are already engaged in Social Responsibility initiatives to identify and help conserve local and indigenous varieties of cereals and food grain.



Wetland habitat created at Pune Plant attracts a variety of aquatic birds both resident and migratory.



Workforce Management

Dedication and technical expertise of our employees is the root of our success. We put our best efforts to keep and attract the best people. In order to achieve this, we offer our people attractive and secure jobs, comprehensive development and training opportunities, and good long-term prospects. Our systematic career management for high-potential and managerial staff fosters and enhances the professional development, enabling us to fill key positions throughout

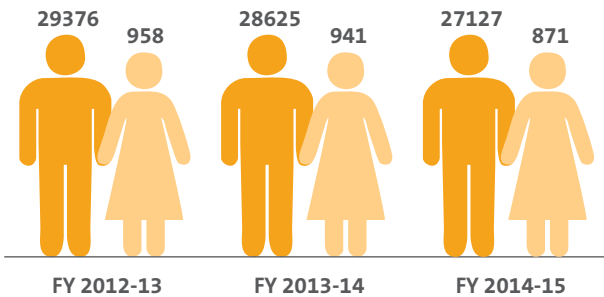
our locations with qualified specialists.

We work together to explore how people's career and personal needs change as they move through different stages in their lives and how these changes can be managed. We strive towards strengthening diversity and providing development opportunities. As part of our human resources (HR) planning, we annually determine the skill sets we

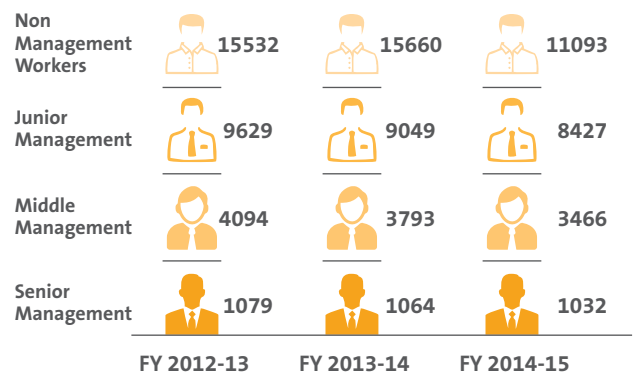
need based on our corporate and locational strategies and we align our young talent and further training programs as well as our hiring plans accordingly.

Our permanent workforce headcount at the end of FY 2014-15 was at 27,998 compared to 29,566 during the last fiscal year. We are steadily hiring an increasing number of local staff and credit goes to our production network spread across India.

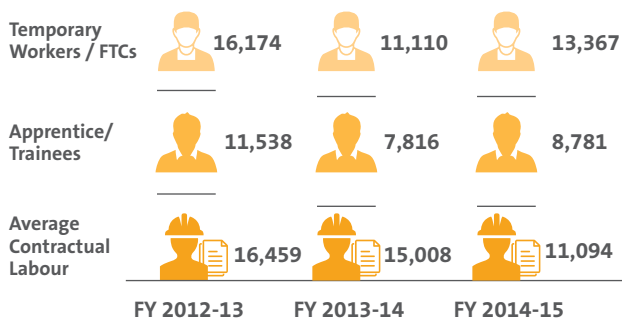
Permanent workforce profile by gender



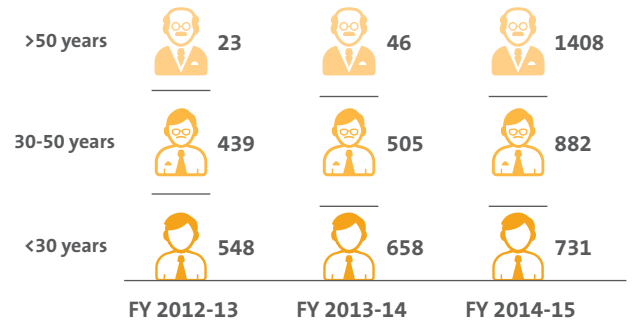
Permanent workforce profile by cadre



Temporary workforce profile



Permanent workforce turnover by age



During the year, we hired 1051 male and 82 female permanent employees, of which 34 male and 3 female employees left the company in the same year. As our industry is experiencing a downturn we right-sized manpower across locations, functions & employee grades by implementing employee separation scheme during reporting period.

We respect the dignity of every individual and our code of conduct and human rights workplace policy embody our company's policy to deal fairly and honestly with our associates. We fully recognize the freedom of association, the right to organize, and the right for collective bargaining. 50% of total permanent workforce in Tata Motors are unionized employees.

We communicate major changes in our management to the labour union as agreed to in the collective agreement or relevant legislation. The union and management discuss key issues through a management-labor council meeting to find solutions. We also hold management briefings on a regular basis to keep the labor union up to date on the market situation and business practices.

LABOUR GRIEVANCE MECHANISM

We strictly adhere to our policy of having no child labor and forced labor. All the security personnel have been trained to ensure no underage workers enter the plant premises and even our contractors are giving strict instructions which prohibit them to employ underage workers. For any operation the only exceptions to the 18 years age bar are those who are part of government approved apprenticeship schemes and internships.

All our employees at the time of induction receive training on our Company's policies and procedures which include references to human rights. All our security personnel are trained on TCoC including human rights aspects before they begin their duties as part of their induction procedure, a process managed by the Employee Relations (ER) department.

Developing targeted recruitment and training campaigns, building capacity and understanding in recruitment companies, and ensuring active engagement of line managers early in the recruitment process to ensure their buy-in are some of the activities that we have undertaken. We provide a broad range of internal and external, formal, and other learning opportunities, including knowledge-sharing systems, coaching, and mentoring.

As a means of ensuring business relevance and value of learning offered, efforts are taken to closely align learning & development with business needs and priorities through a learning governance body called as Learning Advisory Council (LAC). We have a multi-tiered LAC structure which has extensive and high quality formal training and development programs, at the corporate unit and locational levels, covering specific functional skills, and broader

business and leadership issues. LACs play a threefold role namely – designing, implementing and reviewing the learning agenda.

Tata Motors Academy launched e-learning offerings for our managerial population and dealer personnel to drive a culture of self-learning and make the learning process more inclusive and efficient. Our workforce undergoes formal performance management and development reviews on an annual basis. The remaining number of employees have access to a range of opportunities aimed at developing a workforce with the right skills, experience and training. Performance management among this segment is largely team-based.

There are crèche facilities as well as superannuation allowance that help cater to the needs of a diverse workforce. In FY 2014-15, 52 female employees took maternity leave while 35 were on our rolls at the end of FY 2014-15.

At Tata Motors, performance is not about mere profits, but creating value for all stakeholders, with Employees at the centre of all we do.



Gajendra Chandel
Chief Human Resources Officer

Workforce Training for Subsidiaries (Manhours)



	TAL Pune	TMLDL Jamshedpur	TMML Lucknow
Senior Management	 174	 78	 40
Middle Management	 449	 694	 600
Junior Management	 972	 4866	 797
Junior Management (TM Grade A/B/C)	 1466	 4866	 159
Workmen (Direct Employees)	 2570	 3396	 68
Temporary Workmen			
Trainee / Apprentice			
Contractual Labor	198	6090	932

Total man-hours of training



20702
Senior
Management



242640
Middle
Management



63312
Junior
Management



171808
Workers



356650
Fixed Term
Contractors



69743
Contractual
Labours

Average man-hours of training 2014-15

Man hours



20.06
Senior
Management



28.79
Middle
Management



18.28
Junior
Management



15.49
Workers
(Non-Management)



26.68
Fixed Term
Contractors



5.22
Contractual
Labours

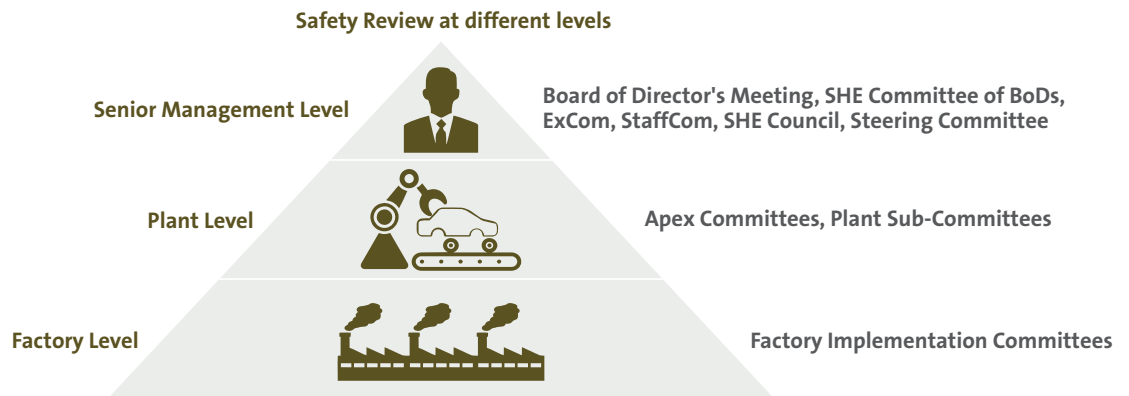


Occupational Health and Safety

We are committed to provide a safe and healthy working environment for its employees and associates. A company-wide occupational health and safety policy exists in order to ensure increased vigilance and awareness on health and safety. A SHE committee of the Board of

Directors is formed which meets on a quarterly basis and reviews the SHE performance. It reviews the SHE performance. A dedicated team for safety and health is instrumental in developing safer work procedures across all the plant locations. The standard operating

procedures at sites inculcate safety rules and procedures ensuring awareness and compliance at all levels. Every task undertaken at the site has its own set of safety hazards and hence specific safety procedures for these have been developed.



Emphasis is laid on creating a participatory governance model. SHE Councils are formed for the business units headed by Executive Director for CV business and the President for PV business. At the plant level, Apex committees are formed which are chaired by the Plant Heads. A total of 88 safety committees (Factory Implementation Committees) have been institutionalized across all the CV plants that meet on a monthly basis to review and improve the safety management system. Similarly for PV there are 21 committees running to take on safety culture transformation agenda.

Safety committees have been formed for warehouses and offices and focused audits are being conducted as per the plan and reviewed in senior management committees. Employee communications happen through Chairman's address, town hall meetings, mailers, reviews, videos etc. The communication also happens at vendor and dealer meets.





Our culture of putting employee welfare at the heart of our manufacturing operations helps to ensure a high degree of safety norms. We place equal emphasis on process safety and behavioral safety and we strive to create a positive safety culture towards achieving the ultimate goal of 'zero-injury'.

Safety is a primary focus area in daily management and parameters are part of the scorecard for senior leaders. Administrative officers, customer service heads, national dealer heads and warehouse heads get personally involved in taking safety initiatives in their respective areas. We are trying to inculcate a sense of ownership among all individuals and instill safe behavior. We continually strive to perform beyond compliance whilst positively influencing our value chain members to improve their safety standards. There is an increased focus on areas like training and awareness, safety observations, audits etc. to drive a positive safety culture.

Our business model surrounds sustainable development keeping people and planet at the heart. We have been successful in mainstreaming sustainability in to our processes that aims at better life for our Employees, Customers, Suppliers and Community as a whole.



Arvind Bodhankar
Head - SHE & Sustainability

	<p>Aim</p>	<ul style="list-style-type: none"> Enhance the safety standards at Tata Motors and develop a positive safety culture across the organization with an endeavour to be the best in safety and health in automobile industry in India
	<p>Drivers</p>	<ul style="list-style-type: none"> Engagement at all levels <ul style="list-style-type: none"> Senior leadership commitment Safety ownership Training and awareness Sharing & Learning Governance <ul style="list-style-type: none"> Audits and assessments Robust processes <ul style="list-style-type: none"> Consistent safety standards Timely incident reporting and investigations Continual improvement Safe Behaviour Culture <ul style="list-style-type: none"> Focussed Safety Observations
	<p>Key Targets</p>	<ul style="list-style-type: none"> Zero fatality Stringent target of 10% reduction in Lost Time Injury Frequency Rate (LTIFR). Achieved a Lost Time Injury Frequency Rate (LTIFR) of 0.20 against a target of 0.31. Our Target for FY 15-16 is 0.18, a 10% reduction.
	<p>Key Initiatives</p>	<ul style="list-style-type: none"> Safety Roadmap for dealership workshop firmed up and being executed Sustenance of Safety Excellence Journey across Tata Motors Continue journey on Safety beyond plants- warehouses, offices Enhanced communication & awareness on lifestyle/ wellness, health promotional activities

INSTILLING A SAFETY MINDSET

We endeavor to encourage safe behaviour among all employees and contractors which is as important as having the right systems, technology and processes in place. Our relationship with contractors is another key element of our safety strategy. We are collaborating with them to improve our ways of working, based on respect, trust and consistency, which delivers greater mutual value. These measures include:

- Ensuring minimum safety criteria by including safety metrics within our scorecard, and tracking performance

- Developing and implementing a standardized company-wide induction process for contractors.
- Auditing contractors against our safety requirements, and agreeing improvement plans where there are gaps

INSTILLING SAFE BEHAVIOUR

We are moving to the next stage of implementation where the employees' behavior is being targeted. Seniors are involved in safety observation process, incident investigations, etc. which sets a good example to the employees of the commitment from the leaders. Employees are recognized for their

contribution to safe work environment. We have rolled out 'Guidelines on Consequence Management for 'Safety Non-Compliance'. This guideline aims to establish a framework for progressive disciplinary decision making, thereby ensuring a fair and transparent process for initiating such actions, which are intended towards changing behavior. The kind of actions taken include training, coaching and counselling for different scenarios. A structured process of training has been implemented for all levels of employees and associates.

DEFENSIVE DRIVING TRAINING (DDT)

Project Defensive Driving is one of the biggest training projects in the Indian automobile sector with a focus to improve safe driving behaviour of employees and contractors. Tata Motors aims to build a safe driving culture among its employees and contractors. Since the inception of the campaign in 2011, thousands of employees and associates have been trained on defensive driving through number of sessions across the organization. A 'Train the Trainer' program was conducted to train employees so as to build internal capacity to carry this training forward. Tata Motors was awarded by "Occupational Safety & Health, India Safety Innovation Award" as part of the OSH India annual international conference.

SAFETY EXCELLENCE JOURNEY

We have developed sixteen standards addressing the managerial, cultural, behavioral and technical aspects of safety. These standards include:

- 1) Safety Observations Standard
- 2) Incident Investigation
- 3) Contractor Safety Management
- 4) Lockout Tagout

- 5) Electrical Safety Management Standard
- 6) Working at Height
- 7) Safe Driving, Vehicle & Traffic Safety
- 8) Personal Protective Equipment
- 9) Lifting and Supporting of Loads
- 10) Permit to Work
- 11) Hot Work
- 12) Job Safety Analysis & Take2
- 13) Management of Change
- 14) Fire Safety Management
- 15) Confined Space
- 16) Machine Guarding

SAFETY REVIEW AND MONITORING

The safety and health aspects are governed within the organization at different levels - from the senior leadership level to shop-floor level.

There is an online reporting system in place for safety observation process and incident investigation due to which there is an enhanced data integrity, speed and governance. Safety standards and procedures are available on the centralised portal for easy accessibility. Major incident announcements and High Potential incident (HIPO) announcements are sent to the 'Serious Incident Info' group that comprises of senior leaders. Employees are encouraged

to report incidents that occurs and an in-depth incident investigation is conducted, learning of which is shared with all employees. The continuous efforts towards creating a positive safety culture have contributed towards creating the overall lost time injuries.

However, we had two fatalities during the year, one of which took place at a dealers' workshop. The fatalities were investigated and appropriate mitigation measures have been put in place to avoid recurrence of such incidents and horizontal deployment of recommendations is ensured through proper processes and review mechanism.

During the reporting year there was a major fire incident at our PV spare parts warehouse. An in-depth incident investigation followed and the corrective actions identified including infrastructure requirements have been implemented at all PV Warehouses and plan is in place for CV spare part warehouses. Actions include periodic check on emergency preparedness, third party audits by expert agencies, internal capacity building for emergency management, and robust safety diligence process at the time of hiring new warehouses.

Senior Management	SHE Committee of Board of Directors, Corporate Steering Committee (CSC)
Business Level	SHE Council, Steering Committee, Corporate Sub-Committees
Plant/Site Level	Plant SHE Apex Committee, Plant Sub-Committees
Factory / Department Level	Factory Implementation Committees

Safety Performance of Tata Motors Limited (Manufacturing Locations)

Safety Performance	FY 2012-13	FY 2013-14	FY 2014-15
Lost time injuries (Nos.)	122	59	31
Lost time injury frequency rate (per million manhours)	0.68	0.39	0.2
Total recordable cases (Nos.)	448	228	295
Total recordable cases frequency rate (per million manhours)	2.49	2.23	1.91
Fatalities	1	1	1

Safety Performance (FY 2014-15)	Employees	Contractors
Lost time injuries (Nos.)	24	7
Lost time injury rate (per million manhours)	0.21	0.16
Total recordable cases (Nos.)	236	59
Total recordable cases frequency rate (per million manhours)	2.00	1.37
Fatalities	0	1
Mandays lost	702	6,220

TATA MOTORS

ZERO LTI
WE DID IT!
12 MILLION HOURS
WITHOUT A
LOST TIME INJURY

Dear Colleagues

Another milestone in the Journey towards "Safety Excellence"

Our CV Operations team has achieved a remarkable feat of the *first ever "LTI-Free" month in September*, covering 1.2 million man-hours.

This notable achievement of "ZERO LTI" is of paramount importance as it reflects everyone's continued commitment towards improvement in safety culture & performance, since its inception three years ago.

I appreciate the efforts put in by each and everyone to reach this level and hope each of us will help sustain this momentum

Ravindra Pisharody
ED - CV&J

LTI (Lost Time Injury) - A work related injury or illness due to which an employee is not able to resume his / her duty in the subsequent scheduled shift.



Safety Performance	Subsidiary	FY 2014-15
Lost time injuries (Nos.)	TAL Pune	0
	TMLDL Jamshedpur	4
	TMML Lucknow	1
Lost time injury frequency rate (per million manhours)	TAL Pune	0.00
	TMLDL Jamshedpur	0.33
	TMML Lucknow	0.37
Fatalities	TAL Pune	0
	TMLDL Jamshedpur	0
	TMML Lucknow	0

Safety Performance	Subsidiary	Employees	Contractors
Lost time injuries (Nos.)	TAL Pune	0	0
	TMLDL Jamshedpur	3	1
	TMML Lucknow	1	0
Lost time injury frequency rate (per million manhours)	TAL Pune	0.00	0.00
	TMLDL Jamshedpur	0.29	0.56
	TMML Lucknow	0.58	0.00
Fatalities	TAL Pune	0	0
	TMLDL Jamshedpur	0	0
	TMML Lucknow	0	0
Mandays lost	TAL Pune	0	0
	TMLDL Jamshedpur	45	132
	TMML Lucknow	16	0

HEALTH CHECK-UPS

Under preventive Occupational Health (OH) interventions, specific check-ups are conducted and complimented by awareness sessions through lectures and exhibitions. Enabling immunization, imparting first-aid training and creating general health awareness amongst employees is an ongoing activity across the plants. Employees exposed to hazardous processes are subjected to six monthly check-ups on specific tests like audiometry and spirometry. No workers were identified to have occupational disease.

Health index is implemented across the manufacturing sites and it is effectively used for improving health of the employees by way of providing special attention and counselling.

We have medical centers across all plant locations and external tie-ups with hospitals. It complies with statutory requirements such as bi-annual health check-ups for employees at plants. Workplace assessments by external agencies result in proactive actions such as preventive health check-ups and awareness programs.



'HealthPlus - Because you matter!' is launched to run its health initiatives. Series of initiatives like awareness sessions, mailers (E.g.- World Heart Day, World Health Day, World Diabetes day) etc. have been

conducted under this brand name. The Health and Wellness manual is a comprehensive manual not only to create awareness on matters related to health issues and services but also to provide a framework for dealing with these areas.

Several sessions and health talks by experts and specialists are organized on chronic and lifestyle diseases, example Swine Flu, Ebola, Know your Heart, etc., for the benefit of employees, especially women employees and their families. Health measures are reviewed at the top most level i.e. Board of Directors', CSC level as well as plant level and SHE apex level.



Chairman Mr. Cyrus Mistry visited the exhibition on Know your Heart

Safety enhancement in Dealer Workshops: Fast-Tracked

In 2013, we started helping the workshops to improve SHE practices in their workplace, with a special focus on safety. This project was to integrate Tata Motors safety expertise and knowledge into the workshops to make the value chain a safe place and a model for others to replicate. Minimum mandatory safety standards have been developed to be followed by all dealers' workshops. Regular training and workshops are conducted for all the dealers across India. In last 2 years, 351 number of dealer workshops are covered under these. Also, there is a 7-point checklist which identifies 7 critical controls to be present mandatorily in all dealer workshops. For this particular initiative, Tata Motors was awarded in 'Gold Category' by "Occupational Safety & Health, India Safety Innovation Award" as part of the OSH India annual international conference

Post a serious incident that happened in recent times, senior management took a serious note on this and we took a fast track route for safety enhancement of dealer workshops encompassing the following are the highlights henceforth:

Safety roadmap formulated for dealer workshops

Safety Town Hall meetings across all four regions in Mumbai, Delhi, Bangalore & Kolkata. About 1,813 works manager participated representing roughly 1,400+ dealership and TASS.

Capacity building of safety champions by DuPont trainers

Governance mechanism set up to review and verify the progress at workshops

Monthly monitoring on the KPIs of this roadmap done by senior management

This is one of the largest project being taken in auto sector to improve safety standards of channel partners.



Blood donation camps were arranged across all location. Employees participated in large number



Swine Flu awareness drive was carried out in February 2015 and following steps were taken:-

- Informative posters displayed in shop floors, canteens and plant dispensaries’.
- Health advisory sent to all users through “Health Plus”.
- Awareness sessions in all shop floors carried by our doctors. More than 30 sessions were taken. Queries of employees were resolved during these interactive sessions.





Mr. Bodhankar Awarding Winners of Safety Week

Value Chain Sustainability



Automobile manufacturers have evolved from vertically integrated business models in which major manufacturing activities are carried out in-house, to an assembly type business model in which most components are sourced from the supply chain. Automobile supply chains are multi-tiered and complex and comprise of Direct Material Suppliers – supplying auto components fitted on vehicle and Indirect Material Suppliers supplying consumables such as paint, pre-treatment chemicals gases, etc used in the

manufacturing process and supporting processes. Automobile supply chains are characterized by –

- Technology driven suppliers of proprietary components such as fuel pumps, tyres, batteries, radiators, HVAC systems, electronic controls etc., which supply to most automobile manufacturers. This includes manufacturers of automotive paints, adhesives, sealants and specialty chemicals used in manufacturing.

- Well established tier structure inherent to manufacturing sector as it involves sequential material conversion steps.
- Large number of Small & Medium Enterprises (SME's) who supply to single / multiple automobile manufacturers.

The other key component of the Automobile value chain includes Sales & Marketing and After Sales Service to ensure a superior customer experience through dealers and service touch points.

Tata Motors Value Chain



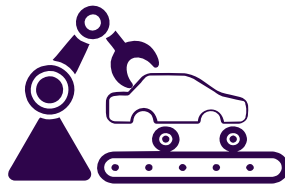
Product Development

- Concept to launch
- In-house design of Vehicles, Aggregates and Integration
- Excludes design of proprietary parts



Parts & Aggregates and Raw Materials

- Source between 70-80 of parts fitted in vehicles
- Supplier base includes Direct, Indirect Material Suppliers and Service Providers.
- 2 Dedicated Vendor Parks at Pantnagar and Sanand.



Manufacturing

- 7 manufacturing plants in India which manufacture both Commercial and Passenger vehicles.
- Main operators include - Press, Weld, Paint, Aggregate Manufacture and Assembly.



Sales & Distribution

- Customer touch points across India
- Domestic Business - Dealers, Direct Sales
- International Business - Distributors



After Sales Service

- Service - Dealers and Tata Authorized Workshops
- Non-vehicle business includes - Spare Parts, Aggregates, Annual Maintenance Contracts and refurbished aggregates (Prolife)

Our large and diverse supplier base is periodically rationalized on the basis of performance and market requirements.

Geographically, about 92% of our supplier base is located in India while the rest are located outside India. A significant part of the supply chain are manufacturing companies that are technology driven and energy intensive. Most of the suppliers work with

indigenous and absorbed technologies for which external dependence in minimum.

Our supply chain engagement is crucial to the successful launch of new automobile models as suppliers need to work in tandem on component development to deliver the final product on time.

We engage with our supply chain on a range of issues through our R&D (ERC), Strategic Sourcing (SS)

and Procurement & Supply Chain (P&SC). P&SC communicates and transacts business with suppliers through a dedicated internet portal called Supplier Relation Management.

Tata Motors engages with dealers through an integrated CRM-DMS, which enables us to monitor finances and inventory at dealer level, and services, spares and complaints at the customer end.

VALUE CHAIN ENGAGEMENT

Supplier Quality Process is further strengthened with the launch of the Tata Motors Integrated Supplier Quality Manual. The manual provides a common 16 step process to ensure that Tata Motors requirements are complied with by all supplier partners to achieve the highest quality standards. Tata Motors has set up Vendor Councils in 4 Regions – North, South, East and West of India. These Vendor Council Meetings held once in a quarter provide a platform for top level management of Tata Motors and suppliers to interact. Our VP – Corporate SHE and Sustainability addressed two Vendor Council Meetings held at Jamshedpur & Chennai during the reporting year. Tata Motors also engages with suppliers at plant level through periodic vendor meets which are held at every location. These vendor meets are used to communicate on key issues like - supply schedules,

quality, vendor ratings and on SHE. Tata Motors celebrates “Technology Days” with key Suppliers. A total of seven such interactions were held in 2013-14 and five events in 2014-15, during which various functions such as ERC, SS and P&SC engage with suppliers on future technological developments in the suppliers domain such as - powertrain, interiors, chassis, suspension, HVAC etc. Our quality teams carry out supplier quality improvement initiatives and on-site vendor audits linked to vendor rating exercises, in which Safety, Health and Environment issues are a part of audit checklists.

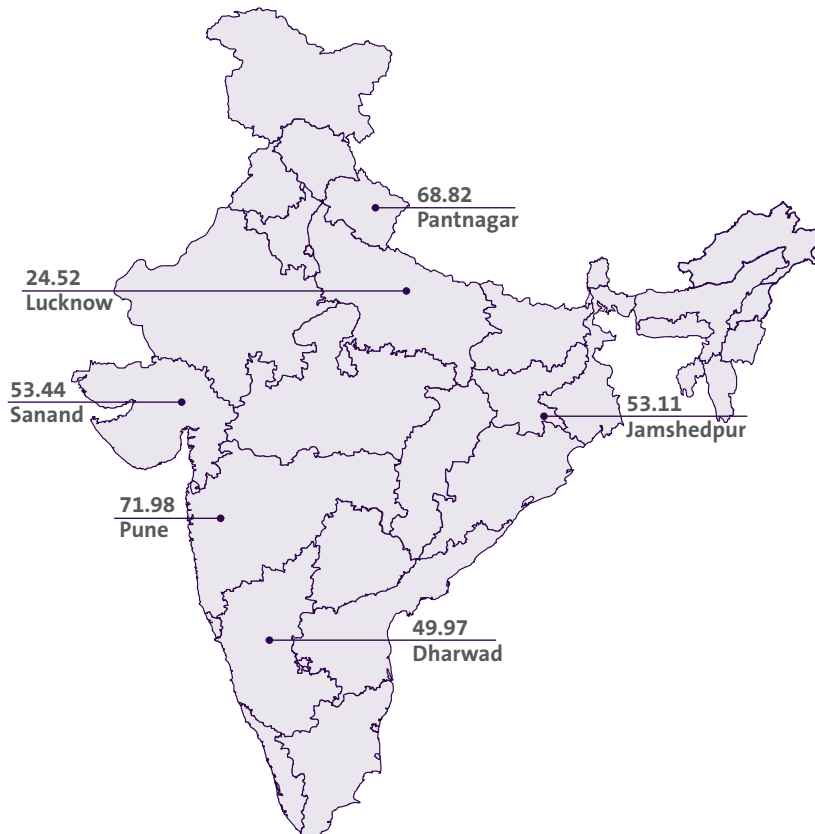
Tata Motors engages with its dealers through periodic National Dealer Council, Regional Dealer Councils and Annual Dealer Conference. Such interactions provide inputs for strategic and tactical plans for business growth. Deep dive discussions are conducted with dealers to

understand their business performance and future plans.

LOCAL SOURCING

Automobile manufacturing in India is clustered around auto-hubs in the north, west and south of the country. Our 7 manufacturing plants across India source material from these hubs which promotes the local industry and community. Tata Motors’ set up dedicated vendor parks at Sanand and Pantnagar to help establish the supply chain base at those green-field locations. This development has led to the growth of the local economy while reducing logistic complexities and minimizing packaging and transportation. During the reporting year, our manufacturing plants sourced 56% of materials and services by value from suppliers based within the state where our plants are located. This has increased from 54.6% reported during the previous year.

Percentage of local procurement by value



CONFLICT MINERALS MANAGEMENT

Tata Motors is registered with the U.S. Securities and Exchange Commission (SEC), which entails complying with the requirements of Section 1502 of the Dodd-Frank Wall Street Reform and Consumer Protection Act, 2010, which is committed to supporting responsible sourcing of conflict minerals, namely Tantalum, Tin, Tungsten and Gold (3TG minerals) which may directly or indirectly finance conflict in the Democratic Republic of the Congo (DRC) and / or adjoining countries. Tata Motors has developed a Company-wide Conflict Minerals Policy and a Conflict Minerals Compliance Program, under which we are complying with the due diligence and disclosure requirements, amongst others since 2013. This is necessitated since auto components / sub-systems sourced by Tata Motors may have 3TG minerals.

PACKAGING & LOGISTICS MANAGEMENT

P&SC has initiated global actions centrally for optimizing logistics, packaging, cost, and reducing damages to auto components. Design and selection of packaging and labeling is done after considering labour, material flow, pull systems, layout, cost, safety and ergonomics. Single-use type of packaging for bought-out components such as fender, rear wall, dashboard, fuel tanks, etc. is replaced with returnable type of packaging such as polypropylene boxes to achieve reduction of expendable packaging dunnage. For heavier components, returnable and foldable steel bins, pallets, trollies, plastic bins are used. Majority of components received in wood packing are converted to steel rack packaging design.

We have setup Consolidation Centers at key geographical locations across the country to streamline material receipt in-line with production plans. We have established 'Milk Runs' for local transportation (Kolhapur Region for Pune CV, Pune Belt for Pune PV, TML

Dharwad from Pune etc.), in which transport vehicles collect components from suppliers as per requirement and transport to our manufacturing plant, which avoids use of multiple vehicles and material handling. To optimize number of trucks entering the manufacturing plants, special containerized vehicles (32' & 52') have been introduced for optimum payload utilization.

Tata Motors was amongst the engineering organizations selected by CII-Institute of Logistics to receive the CII Supply Chain and Logistics Excellence (SCALE) Award-2014 for implementing best practices in supply chain solutions.

Tata Genuine Parts (TGP) an arm of Tata Motors dedicated to support customers with quality spare parts won the prestigious 8th Express, Logistics and Supply Chain (ELSC) Leadership Award – 2014. TGP also launched an industry-first on-line e-auction platform for dealers / distributors / TASS to buy and sell slow / non-moving inventory among themselves as per requirement.



In 2014, a “Green Supply Chain” initiative was taken up as a part of CII GreenCo Assessment – which is a Green Company Rating System framework created by CII to assess and evaluate the environmental performance of an organization. Energy and environment related data were collated from selected suppliers and analyzed. This provided an insight into best

practices in environment management and the population of EMS (ISO-14001) certified suppliers.

Going forward, we intend to have a more detailed engagement with suppliers of strategic importance to Tata Motors on safety, health, environment, labour, and human rights issues. In future we would aim to increase our reporting

boundary to include our suppliers sustainability performance and evolve supplier selection criteria to include sustainability parameters. We would encourage selected suppliers to undergo CII-GreenCo assessment to enhance their competitiveness through resource conservation and improved profitability.

Supplier Capability building through Project Sankalp

Tata Motors supplier base is several decades old and includes suppliers of non-proprietary parts such as sheet metal components or sub-assemblies, rubber and plastic components, cast and machined parts, with or without surface treatment. Design changes, fluctuating business and lack of robust systems often lead to quality issues with material sourced from such Suppliers.

During the reporting year Tata Motors launched Project Sankalp - a supplier transformation initiative. Project Sankalp is intended to benefit those suppliers who have low rating in terms of quality, productivity and profitability. Cross functional teams which pools the expertise of several in-house functions such as Quality, Manufacturing, Technical Services, Production Engineering and Kaizen are nominated as a Supplier Improvement Team (SIT) to closely engage and work with identified suppliers through capability building, waste elimination (re-work, rejections, transit damages, etc.), resource conservation and improving work environment, hygiene and safety.

Project Sankalp has received a good response from the targeted suppliers who have eliminated cost of re-work, rejections, and penalties with improvement in quality of supplied parts. 25 suppliers were covered during the reporting period and the initiative is being scaled up to cover the remaining suppliers across locations identified for collaboration over the next two years.







Community Development

The values of corporate citizenship for Tata motors are derived from the parent Tata Group. The journey of our community development programs began with the commencement of our first manufacturing operations at Jamshedpur in 1950s. Going ahead on the same path, we facilitate various developmental projects for the communities in which we operate.

Our four pillars of community development; Health (Arogya), Education (Vidhyadhanam), Employability (Kaushalya), and Environment (Vasundhara) have been strengthened in this year by increasing the scope and reach of our CSR programs. These programs are aimed at building human capital and bringing in an inclusive growth for the communities. The focus of our programs has been to increase the efficiency and effectiveness of the CSR programs through inclusive innovation. The projects are designed and implemented to make the rural areas self-reliant to meet their basic needs and lead a quality life.

Through regular consultation with internal & external stakeholders and participatory approach, we develop comprehensive sustainable solutions for the communities. Our community intervention aims to solicit active participation from

local communities, government and NGOs. To achieve this, we form multi-stakeholder partnerships which helps us in developing robust and high impact CSR programs. Our strong commitment to CSR is further visible from our Affirmative Action program. It is primarily focused on facilitating direct/indirect employment for the SC/ST personnel thus encouraging their positive discrimination. Also to further improve our CSR performance, we undertook the SROI study for our programs. Through our strategic partnerships with NGOs, technical training institutes and the concerned government departments, we aim to remove the social inequalities in the communities thus enabling their overall development.

AROGYA (HEALTH)

Our Approach to improve health in communities are aimed at providing preventive & curative health services in the community, focusing on maternal & child health for malnutrition treatment and prevention and provision of safe drinking water under Suman Mulgaonkar Development Foundation (SMDF). Through our previous experience of running Malnutrition treatment centre (MTC), we developed comprehensive program for malnutrition treatment and

prevention. We extended our curative and preventive services through medical camps and health awareness programs. In FY 2014-15, more than 125,000 members benefited from our health initiatives.

AMRUTDHARA – SAFE DRINKING WATER PROJECT AT VILLAGES

This initiative, implemented through SMDF is aimed at resolving the drinking water issues and providing customized solution to communities on priority basis.

The contribution from member employees and Tata Motors is used to fund the identification and deployment of high impact projects in local communities. The measure of our success is evident from 100% membership for SMDF for all our 6 manufacturing locations. Under the National Rural Drinking Water Scheme we are making concentrated efforts to bring water to the water scarce villages of the country. Till date SMDF has been able to reach out to over 16,000 villagers across 203 villages through 296 projects nationwide. This program has made available drinking water to drought prone villages and also eased the life of villagers affected by scarcity and accessibility of water.



Installation of handpump under Amrutdhara project

Kanti Bala Debi 38 years of village Kokda, Potka Block, East Singhbhum led a perilous life for having to cross a long stretch of paddy land, almost 300 meters to fetch water from river Gurra. There were a few hand pump in her village but either they were defunct or the quality of water was not fit for consumption owing to high turbidity and Iron content the water from which was mostly used for washing clothes, cleaning utensils and bathing purposes. On request by village gram sabha led to installation of a hand pump under SMDF's "Amrutdhara" project. Keeping in view the problem of the quality of ground water, this project was installed in the farm area and deep boring and fortunately after testing the water sample it was found that the quality of water was drinkable and safe. Today Kanti Debi and other ladies of her village are saved from the misery of travelling all the way to fetch the river water which was highly unsafe for drinking. The same was palpable with most villagers suffering from skin and stomach disorders before the installation of the "Amrutdhara" project. Kanti Debi still recalls the hard times particularly during rainy season, when she had to walk through the puddle, more so at late evening when it was highly unsafe and insecure to venture out of her home to the distant river.



Project "Amrutdhara" addressing the need of Drinking water

Ms. Chinta Majhi of village Rajdoha, Jamshedpur block, East Singhbhum was used to toiling hard every day for fetching drinking water from a lone hand pump at an adjoining hamlet of her village which was 250 meters away from her home. Ever since she came to her village after marriage, it was her regular chore every morning and evening along with co-village women and girls which she had never thought she will get relieved from. During summer her drudgery increased in many folds when the lone hand pump would not supply enough water to meet every body's ends and she had to traverse almost 100 meters extra for accessing water from a well belonging to a generous villager. With hand pump installed through the "Amrutdhara" project, she sighs with un describable relief as her discomfiture reduced immensely, as she has access to potable safe drinking water almost at her doorstep. She now spends quality time tending her 3 years old small girl child Kunti. Also now she and the co-villagers are assured of safe drinking water.



Vidyadhanam (Education)

This initiative aims to improve the quality of education in schools by supporting for infrastructure, skills development, training and scholarships. The Adult literacy classes at Beyangbil, Jamshedpur has helped women to learn the basic alphabets enabling them to form self-help group. Tata Samarth Scholarship program run jointly with Tata Communication has

benefitted more than 1,500 aspiring engineers from economically weaker sections of society. Vidyadhanam scholarships are awarded to students belonging to disadvantaged social and economic background.

Our approach to improve education includes:

- Providing necessary physical infrastructure in schools.

- Scholarship assistance to meritorious and deserving students.
- Conducting special coaching classes for students to develop expertise in particular subjects
- Conducting co-curricular activities for overall personality development.

School Infrastructure Improvement for Agarkar Girls High School, Pune

Focusing on adolescent girl’s sanitation, Agarkar Girls High School was identified as one of the needy schools and a participatory consultation was initiated with students and teachers to design the toilet block. 1,300 students from class 5th to 10th are enrolled in this school. Majority of students come from nearby slum areas and are economically weaker sections of the society. We constructed toilet blocks and generated awareness amongst students about personal health and hygiene. The students were also taught to prepare detergent and sanitizer which will be used for maintenance.

School Environment Campaigns in villages – Jamshedpur

Our CSR team through the education wing - Shiksha Prasar Kendra has started working with the nine govt. run schools in the seven villages namely; Beyangbil, Jaskandih - Tupudang, Kero, Khursi, Rajdoha, Lupungdih & Kanikola.

During the month of March, April & May 2014; meetings, rallies and door to door campaigns were organized in these seven villages in which the students, SMC members, SHG members, teachers & Mukhias/Pradhan participated. This resulted in enrollment of 489 students (including 200 admissions in primary classes, 104 in anganwadi centres and 185 in Kero High school) leading to 100% enrollment in the model village schools in the year FY 2014-15. Regular follow up will be done in subsequent months to ensure that the 100% students in these seven villages are enrolled to continue their education.



KAUSHALYA (EMPLOYABILITY)

Considering the fact that our country faces a considerable skill development challenge, we embarked our skill development journey in partnership with wide range of stakeholders to enhance employability of youth mainly in automotive trades. Our approach focuses on developing partnerships with NGOs and it is to offer technical training assistance, capacity building through train the

trainer program, skill development of communities in agriculture and allied activities and training of youth in automobile and other demanding vocational trades.

We signed a MoU with CII and kick started an initiative to impart soft skill training for youth studying in ITIs across the country. Tata Motors Finishing School initiative helps improve quality of education in 6 Industrial Training Institutes of Pune and faculty Development

Program which aims at capacity building of the faculty in nearly 100 Tribal Industrial Training Institutes across Aurangabad, Nagpur and Nasik regions. We also engaged in conducting SROI study at Ramkrishna Mission Ashram, Thane to assess the social value generated due to investment. The initiatives has benefitted more than 27,000 people across in the year FY 2014-15.Vt.

Motor Mechanic Vehicle Training Program for Community Youth at Jamshedpur

A nine month training program on Motor Mechanic Vehicle was conducted in Jamshedpur in collaboration with Government ITI, Burmahmines. The program included three month training followed by on job training at our dealer outlets. On successful completion, the trainees are placed by the dealers. The first batch of this program has successfully trained 31 persons, out of which 24 are from SC/ST categories.



Promoting Sustainable Agriculture

The traditional farming practices led farmers to incur heavy losses due to outbreak of diseases. We organized an awareness program on sustainable agriculture for such farmers. Taking inputs from this program, many farmers started sustainable cultivation practices on their self-owned land parcels. The result was that the inputs cost reduced by 40% and the yield increased by around 45%.

LEAP Program

This program is aimed at enabling youth to overcome obstacles. It is a yearlong training program to train youth as mechanics. During this program students not only undergo classroom training but they also get hands on experience of working in our authorized dealer workshops. They are also paid stipend during the training period.

VASUNDHARA (ENVIRONMENT)

Our Approach to improve environment included promotion of renewable energy, tree plantation to increase green cover, construction of water conservation structures and building awareness amongst the community members. More than 85000 trees have been planted and our various programs under this initiative have impacted around 25000 beneficiaries.

PROMOTION OF RENEWABLE ENERGY

We distributed 8500 solar study lamps to school going children in tribal blocks of Thane & Pune districts. This projects was based on Public - Private - Community partnership model wherein the cost of the solar study lamp is jointly contributed by three parties - Govt of India`s Ministry of Finance National Clean Energy fund

through MNRE, Tata Motors as CSR partner and the beneficiary community. The project was deployed in partnership with IITB and NGO BAIF-MITTRA. The availability of light increased the number of study hours for students and it also reduced their dependence on fossil fuel and thus also helped in reducing carbon emissions.

CONSTRUCTING RAINWATER HARVESTING STRUCTURE

Severe parts of Gujarat face severe water crisis during summer season. The significant solution lied in conserving rain water efficiently by

constructing suitable water conservation structures. We undertook the maintenance and de-silting of the rainwater harvesting structure in Vanaria village, near Sanand. Due to lack of maintenance and siltation, water

storage capacity of the village pond had decreased significantly. After desilting, the storage capacity increased from 118,125 m³ to 200,000m³. It has also benefitted 70 farmers in cultivation of wheat crop.

Other Initiatives

SEVA (EMPLOYEE VOLUNTEERING PROGRAM)

Tata Motors has continued its vibrant culture of volunteering by employees and their families. Our employees volunteered to visit tribal schools, old age homes, NGOs, conducted safety sessions in schools, Under the Tata Engage program, more than 5,800 employees of the company have volunteered and more than 500 family members of our employees have participated in the community development programs. We won awards in the Tata Volunteering Week for highest percentage of employee participation, highest number of employee's family members' participation and highest percentage of fresh registrations.

DISASTER RELIEF IN JAMMU & KASHMIR

In September 2014, state of Jammu & Kashmir (J&K) witnessed disastrous floods across many of its districts caused by torrential rainfall. The floods eroded the basic infrastructure and also caused major damage to thriving tourism industry of the state. Tata Motors played an important role in providing a quick help and response to the situation. The technicians available at our dealer workshops volunteered their services in such tough times. Our employees also contributed their half-day salary and the matching contribution was made by the company. We donated a sum of INR 22.59 million and also partnered with the Tata Relief

Committee for long term relief and rehabilitation work.

AFFIRMATIVE ACTION PROGRAM – TOWARDS INCLUSIVE GROWTH

Our Affirmative Action Program is developed on the lines of Tata Group's Affirmative Action Policy which specially focuses in mainstreaming marginalized communities-SCs and STs. Education, Employability, Entrepreneurship and Employment are the four focus areas of our Affirmative Action program.

EDUCATION

During the year we have extended 824 scholarships to SC/ST students and 1 FAEA scholarship for higher studies. 11,000 SC/ST students benefitted from school support program including coaching classes, teacher's training, co-curricular activities and infrastructure development.

EMPLOYABILITY

Poor academic performance and lack of exposure leads to many times SC/ST youth not selected for our in-house apprenticeship training program. This year we started coaching students appearing in in-house apprenticeship training exam. Due to persistent efforts by training division, presently 27% of apprentices recruited under various schemes are from SC/ST community. During the year we have trained 3,350 SC/ST youth in

various skills, such as mechanics, driving, fitter, and beautician.

ENTREPRENEURSHIP

We have successfully continued our partnership with DICCI (Dalit Indian Chamber of Commerce & Industry) to identify goods and services that can be procured from SC/ST vendors. We have initiated benchmarking process to set long term (3-5 years) for extending amount of business to SC/ST entrepreneurs against overall business extended to Tata Motors suppliers. During this year we associated 3 new vendors, including one core engineering company, in our supply chain and extended business of INR 499 lakhs to them.

WAY FORWARD

Strategic Partnerships, inclusive innovation will always be the key features of our CSR programs. Malnutrition treatment and prevention, customized educational inputs to school students and skill building of youth have been some of our major CSR programs for this year. We have also engaged our ecosystem to train and to create job opportunities for unemployed youth. We developed volunteering program and have also planned to implement CSR programs at international locations. Going ahead we planned to develop in-build mechanisms to understand overall impact generated by our CSR programs.

INDEPENDENT ASSURANCE STATEMENT

Introduction

DNV GL represented by DNV GL Business Assurance India Private Limited ('DNV GL') has been commissioned by the management of Tata Motors Limited ('TML' or 'the Company') to carry out an independent assurance engagement on the Company's Sustainability Report 2014 -15 ('the Report') in its printed format. This assurance engagement (Moderate Level) has been conducted against the DNV Verification Protocol for Sustainability Reporting –VeriSustain ('VeriSustain' - www.dnvgl.com ; available on request) and adherence to the principles of Global Reporting Initiative G4 Sustainability Reporting Guidelines (GRI G4). The verification was conducted during August- September' 2015, for the year of activities covered in the Report i.e. 1st April 2014 to 31st March 2015.

The intended users of this Assurance Statement are the management of the Company and readers of the Report. The management of the Company is responsible for all information provided in the Report as well as the processes for collecting, analysing and reporting the information presented in the printed report. Our responsibility regarding this verification is to the Company only and in accordance with the agreed scope of work. The assurance engagement is based on the assumption that the data and information provided to us is complete and true. We expressly disclaim any liability or co-responsibility for any decision a person or entity would make based on this assurance statement.

Scope, Boundary and Limitations of Assurance

The scope of work agreed upon with Company includes verification of the following:

- The verification of the qualitative and quantitative sustainability performance reported in the Report prepared by the Company based on the GRI G4 "In accordance –Core" option, covering economic, environmental and social performance for the activities undertaken by Company over the reporting period 1st April 2014 to 31st March 2015.;
- Review of the policies, initiatives, practices and performance described in the Report as well as references made in the Report to the annual report;
- Review of information relating to the Company's sustainability issues, responses, performance data, case studies and underlying systems for the management of such information and data;
- Review of information relating to the Company's materiality assessment and stakeholder engagement processes;
- Evaluation of the disclosed General and Specific Standard Disclosures for "In accordance-Core" reporting requirements covering the systems, and the processes which Company has in place for adherence to the Reporting Principles set out in GRI G4.

The reporting boundary covers TML Operations within India and aspect boundary related to TML and 2 direct subsidiaries and 1 Joint Venture. TML is working with its Supply Chain to improve disclosures related to sustainability performance and the reporting boundary in the current Report excludes supply chain partners. During the assurance process, we did not come across limitations to the scope of the agreed assurance engagement. The reported data on economic performance is based on audited financial statements by the Company's statutory auditors. No external stakeholders were interviewed as part of this assurance engagement.

Verification Methodology

This assurance engagement was planned and carried out in accordance with VeriSustain. The Report has been evaluated against the following criteria:

- Adherence to the principles of Stakeholder Inclusiveness, Materiality ,Completeness, Responsiveness ,Reliability and Neutrality as set out in VeriSustain, and
- The principles and requirements of the GRI G4 – "In Accordance- Core".

During the Assurance Engagement, we adopted a risk based approach, i.e. we concentrated our verification efforts on the issues of high material relevance to TML business and its key stakeholders. As part of verification, we visited TML Corporate Office at Mumbai, operational sites in India i.e. (i) Pune Plant (both Commercial Vehicle & Passenger Vehicle Business Unit), including TAL Manufacturing Solutions Limited, Pune; (ii) Jamshedpur Plant (Commercial Vehicle Business Unit) including TML Drivelines Ltd, Jamshedpur and (iii) Dharwad Plant (Commercial Vehicle Business Unit).

As part of the engagement, we have verified the statements and claims made in the Report. In doing so, we have:

- Reviewed the Company's approach to stakeholder engagement and its materiality determination process;
- Verified the sustainability-related statements and claims made in the Report and assessed the robustness of the data management system, data accuracy, information flow and controls;
- Examined and reviewed documents, data and other information made available by the Company;
- Conducted in-person interviews with middle and senior management team and other representatives, including data owners and decision-makers from different functions of the Company during corporate and site visits;
- Performed sample-based reviews of the mechanisms for implementing the Company's sustainability related policies, as described in the Report;
- Performed sample-based checks of the processes for generating, gathering and managing the quantitative data and qualitative information included in the Report.

Conclusions

The Sustainability Report 2014-15 is prepared based on GRI G4 Reporting Principles and Standard Disclosures for "In accordance-Core" option covering the general and specific standard disclosures for the identified material aspects and the reasons for omissions and partial disclosure were explained to us.

In our opinion, based on the scope of this assurance engagement, the disclosures on sustainability performance reported in the Report along with the referenced information provides a fair representation of the key material aspects, related strategies, disclosure on management approach and performance indicators and meets the general content and quality requirements of GRI G4 i.e.,

- **General Standard Disclosures:** The reported information under this section generally meets the disclosure requirements for "In accordance – Core" option of reporting; however it is recommended to further expand disclosures wrt Precautionary principles and supply chain.
- **Specific Standard Disclosures:** The reported information under this section generally meets the disclosure requirements for "In accordance– Core" option of reporting based on GRI G4 guidelines covering generic Disclosures on Management Approach (DMAs) and Performance Indicators for identified material Aspects as below,

Economic

- Economic Performance – G4-EC1;

Environmental

- Energy – G4-EN 3 ,5, 6;
- Biodiversity – G4-EN 11;
- Emissions – G4-EN15,16,18 to 21;
- Compliance – G4-EN29;

Social

Labour Practices and Decent Work

- Employment – G4-LA1 to 3;
- Occupational Health and Safety – G4-LA5,6 & 8;

Human Rights

- Non-discrimination – G4-HR3;
- Freedom of Association and Collective Bargaining – G4-HR4;
- Child Labor – G4-HR5;
- Forced and Compulsory Labor – G4-HR6;
- Security Practices – G4-HR7;

Society

- Anti-corruption – G4-SO4,SO5;
- Compliance – G4-SO8;

Product Responsibility

- Customer Health & Safety – G4-PR1,PR2;
- Product and Service Labelling – G4-PR3,PR4,PR5;
- Compliance – G4-PR9.

TML is in the process of establishing systems to capture the information/data for some performance indicators which are partially reported in the Report. We have evaluated the Report's adherence to the following principles on a scale of 'Good', 'Acceptable' and 'Needs Improvement'

Stakeholder Inclusiveness: As a part of its stakeholder engagement process, the Company has engaged with nine key stakeholder (Internal and External) groups for assessing the emerging risks at its Indian operational sites based on the selected reporting boundary. The material issues, emerging from the stakeholder engagement were collected and prioritized, and the results are fairly reflected in the Report, however the Company needs to bring out key risks and opportunities in the value chain. The Report may explicitly bring out outcomes of stakeholder engagement and TML response to identified material issues. In our opinion, the level at which the Report adheres to this principle is 'Acceptable'.

Materiality: The materiality determination process was validated based on inputs from key stakeholders including employees, Fleet customers, Suppliers, Institutional Investors, Road Safety Experts, Government Authorities, Media, Local communities and senior management of TML and this Report has not missed out any known material issues. In our opinion, the level at which the Report adheres to this principle is 'Good'.

Responsiveness: The Report focusses its disclosures on key material aspects at the macro level. The Company has fairly responded to identified key sustainability aspect, topics and challenges in the local sustainability context, including aspects related to the automobile sector, within the reporting boundary. In our view, the level at which the Report adheres to this principle is 'Acceptable'.

Reliability: The majority of data and information verified at the Corporate Office and five operational sites were found to be accurate. Some of the data inaccuracies identified during the verification process were found to be attributable to transcription, interpretation and aggregation errors and the errors have been communicated for correction. In our view, the level at which the Report adheres to this principle is 'Good'.

Completeness: The Report has fairly reported the General and Specific Standard Disclosures including the management approach, monitoring systems and sustainability performances indicators against GRI G4 requirements corresponding to the "In accordance – Core" option for the reporting requirements. However the company needs to further disclose the sustainability strategies, management approach related to significant impact of its value chain. In our view, the level at which the Report adheres to this principle is 'Acceptable'.

Neutrality: The disclosures related to sustainability issues and performances are reported in a neutral tone, in terms of content and presentation. In our view, the level at which the Report adheres to this principle is 'Good'

Opportunities for Improvement


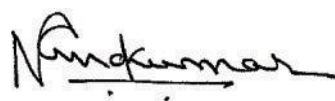
The following are an excerpt from the observations and opportunities for improvement reported to the management of the Company and are not considered for drawing our conclusions on the Report; however they are generally consistent with the management's objectives:

- To further strengthen the disclosure of the sustainability impacts of material aspects and strategic responses to material issues and stakeholder expectations.
- The disclosure on management approach could consider disclosure on specific aspects to further explain the management approach with respect to material aspects.
- Future reports may expand aspect boundary to include all subsidiaries, joint ventures and supply chain partners and disclose the sustainability performance.

DNV GL's Competence and Independence

DNV GL is a global provider of sustainability services, with qualified environmental and social assurance specialists working in over 100 countries. DNV GL states its independence and impartiality with regard to this assurance engagement. We did not conduct other third party audits work with TML in 2014-15, hence in our judgement this does not compromise the independence or impartiality of our assurance engagement or associated findings, conclusions and recommendations. We were not involved in the preparation of any statements or data included in the Report, with the exception of this Assurance Statement. We maintain complete impartiality toward any people interviewed.

For DNV GL,

 <p>Ramesh Rajamani Project Manager, DNVGL Business Assurance India Private Limited, India.</p>	 <p>Vadakepatth Nandkumar Assurance Reviewer, Regional Sustainability Manager, DNVGL Business Assurance India Private Limited, India.</p>
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30th Sept' 2015, New Delhi, India

Glossary

AA	- Affirmative Action	HSD	- High Speed Diesel
ARAI	- Automotive Research Association of India	IITB	- Indian Institute of Technology Bombay
ASCI	- Advertising Standards Council of India	INR	- Indian rupee
CAE	- Computer Aided Engineering	IPCC	- Intergovernmental Panel on Climate Change
CCI	- Competition Commission of India	ISO	- International Organization for Standardization
CER	- Certified Emission Reduction	ITI	- Industrial Training Institute
CFC	- Chlorofluorocarbon	J&K	- Jammu & Kashmir
CFT	- Cross Functional Team	JV	- Joint Venture
CII	- Confederation of Indian Industry	KL	- Kilo Litre
CNG	- Compressed Natural Gas	KPC	- Kirloskar Pneumatic Company
CRM	- Customer Relationship Management	KPI	- Key Performance Indicator
CSR	- Corporate Social Responsibility	Kwp	- Kilowatts Peak
CVBU	- Commercial Vehicles Business Unit	LAC	- Learning Advisory Council
DBOO	- Design Build Own and Operate	LCA	- Life Cycle Assessment
DRC	- Democratic Republic of Congo	LCV	- Light Commercial Vehicle
DDT	- Defensive Driving Training	LDO	- Light Diesel Oil
DICCI	- Dalit Indian Chamber of Commerce & Industry	LED	- Light Emitting Diode
DMS	- Dealer Management System	LMV	- Light Motor Vehicle
ELV	- End of Life Vehicle	LPG	- Liquefied Petroleum Gas
ELSC	- Express, Logistics and Supply Chain	MCV	- Medium Commercial Vehicle
EMS	- Energy Management Systems	MEG	- Mono Ethylene Glycol
ENCAP	- European New Car Assessment Program	M&HCV	- Medium and Heavy Commercial Vehicle
ENCON	- Energy Conservation Initiatives	MoU	- Memorandum of Understanding
ER	- Employee Relations	MT	- Metric Tonne
ERC	- Engineering Research Centre	MTC	- Malnutrition Treatment Centre
ETP	- Effluent Treatment Plant	MW	- Mega Watt
FAEA	- Foundation for Academic Excellence and Access	Mwp	- Megawatts Peak
FO	- Furnace Oil	MSEDCL	- Maharashtra State Electricity Distribution Company Limited
FUPD	- Front Underride Protection Device	NG	- Natural Gas
FY	- Financial Year	NGO	- Non Governmental Organization
GoI	- Government of India	NPI	- New Product Introduction
GHG	- Green House Gases	NSI	- Net Satisfaction Index
GJ	- Giga Joules	NVG SEE	- National Voluntary Guidelines on Social, Environmental and Economic
GRI	- Global Reporting Initiative	NOX	- Oxides of Nitrogen
HCV	- Heavy Commercial Vehicle	ODS	- Ozone Depleting Substance
HIPO	- High Potential Incident		
HR	- Human Resources		

OEM	- Original Equipment Manufacturer	TML	- Tata Motors Limited
OH	- Occupational Health	TMLDC	- Tata Motors Limited Distribution Company
OHSAS	- Occupational Health and Safety Assessment Series	TMLDL	- Tata Motors Limited Drivelines Limited
PCBU	- Passenger Car Business Unit	TMML	- Tata Marcopolo Motors Ltd
PCRA	- Petroleum Conservation Research Association	TPTCL	- Tata Power Trading Company Limited
PM	- Particulate matter	TPM	- Total Particulate Matter
PWM	- Pulse Width Modulation	TTW	- Tank-to-wheel
QFD	- Quality Function Deployment	TS	- Technical Specification
R&D	- Research and Development	UK	- United Kingdom
REACH	- Registration, Evaluation, Authorisation and Restriction of Chemicals	UN	- United Nations
REC	- Renewable Energy Certificate	UNECE	- United Nations of Economic Commission for Europe
RRR	- Recovery, Recycling and Reuse	VOC	- Volatile Organic Compound
SC	- Scheduled Castes	WPI	- Wholesale Price Index
SCALE	- Supply Chain and Logistics Excellence	WTT	- Well-to-tank
SCOE	- Standing Committee on Emissions		
SIT	- Supplier Improvement Team		
SHE	- Safety, Health and Environment		
SHGs	- Self Help Groups		
SKD	- Semi Knock Down Kits		
SMC	- Sheet Moulding Compound		
SMDF	- Sumant Mulgaonkar Development Foundation		
SO ₂	- Sulphur Dioxide		
SRM	- Supplier Relationship Management		
SROI	- Social Return on Investment		
SS	- Strategic Sourcing		
ST	- Scheduled Tribes		
SVHC	- Substances of Very High Concern		
TAAP	- Tata Affirmative Action Program		
TAL	- TAL Manufacturing Solutions Ltd		
TASS	- Tata Authorized Service Station		
TAT	- Turn Around Time		
TBEM	- Tata Business Excellence Model		
TCoC	- Tata Code of Conduct		
TERI	- The Energy Resources Institute		
TDP	- Technology Development Program		

GRI Content Index

GENERAL STANDARD DISCLOSURES			
GENERAL STANDARD DISCLOSURES	DISCLOSURE ITEM	LOCATION OF DISCLOSURE	PAGE NO.
STRATEGY AND ANALYSIS			
G4-1	Statement from the most senior decision maker of the organization	A message from the Chairman	12-13
G4-2	Provide a description of key impacts, risks and opportunities	Annual Report http://www.tatamotors.com/investor/annual-reports/	-
ORGANIZATIONAL PROFILE			
G4-3	Name of the Organization	About the Report	08
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G4-5	Location of the Organization's headquarters	Last page of the Report	08
G4-6	Number of countries where organization operates	About the Report	08
G4-7	Nature of ownership and legal form	Annual Report http://www.tatamotors.com/investor/annual-reports/	-
G4-8	Markets served	About the Report	08
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G4-11	Percentage of employees covered by collective bargaining agreements	Workforce Management	58
G4-12	Organization's supply chain	Value Chain Sustainability	74-77
G4-13	Significant changes during the year	Three subsidiaries namely TAL Manufacturing Solutions Limited, Pune, TML Drivelines Ltd, Jamshedpur and Tata Marcopolo Motors Ltd, Lucknow have been included as part of the reporting scope and boundary.	04
G4-14	Precautionary approach or principle	Environmental Stewardship (ISO, OHSAS, Climate change policies)	07, 48
G4-15	Externally developed economic, environmental and social charters, principles or other initiatives to which the organization subscribes	GRI G4, UNGC, NVG-SEE guidelines used for this sustainability report and our earlier sustainability disclosures	04
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GENERAL STANDARD DISCLOSURES			
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G4-17	Entities included in the organization's consolidated financial statements	Tata Motors' Annual Report 2014-15 http://www.tatamotors.com/investor/annual-reports/	-
G4-18	Defining the report content and Aspect boundaries	About the Report	04
G4-19	Material aspects	Materiality Assessment	26, 28
G4-20	Aspect boundary within the organization	Materiality Assessment	26, 28
G4-21	Aspect boundary outside the organization	Materiality Assessment	26, 28
G4-22	Effect of any restatements of information provided in previous reports	Re-statements of information, if any, have been reported in the relevant sections	-
G4-23	Significant changes from previous reporting periods	Scope and aspect boundary has changed with the inclusion of three subsidiaries namely TAL Manufacturing Solutions Limited, Pune, TML Drivelines Ltd, Jamshedpur and Tata Marcopolo Motors Ltd, Lucknow.	04
STAKEHOLDER ENGAGEMENT			
G4-24	Stakeholder groups engaged by the organization	Stakeholder Engagement	22, 24
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G4-31	Contact point for questions regarding the report or its contents	Last Page	Back Cover
G4-32	'In accordance' option the organization has chosen	About the Report	04
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GENERAL STANDARD DISCLOSURES			
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ETHICS AND INTEGRITY			
G4-56	Organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics	Corporate Governance	16, 20

SPECIFIC STANDARD DISCLOSURES				
GRI G4 Reference	DMA and Indicators	Omissions	Location of Disclosure	Page No.
DMA	General disclosure on Management Approach	Economic Performance, Product Responsibility and Supply Chain have been excluded for subsidiaries	Corporate Governance, Economic Performance, Customer Centricity, Product Innovation, Environmental Stewardship, Workforce Management, Value Chain Sustainability, Community Development	16, 30, 32, 36, 42, 48, 58, 74, 80
ECONOMIC				
MATERIAL ASPECT: ECONOMIC PERFORMANCE				
G4- EC1	Direct economic value generated and distributed	Subsidiaries have been omitted	Economic Performance	30
ENVIRONMENTAL				
MATERIAL ASPECT: MATERIALS				
G4- EN1	Materials used by weight or volume	-	Environmental Stewardship	49-50
G4- EN2	Percentage of materials that are recycled input materials	Subsidiaries have been omitted	Environmental Stewardship	51
MATERIAL ASPECT: ENERGY				
G4- EN3	Energy consumption within the organization	-	Energy and Climate change	42-43
G4- EN5	Energy Intensity	Subsidiaries have been omitted	Energy and Climate change	42
G4- EN6	Reduction of energy consumption	Subsidiaries have been omitted	Energy and Climate change	46
G4 – EN7	Reductions in energy requirements of products and services	Subsidiaries have been omitted	Energy and Climate change	45
MATERIAL ASPECT: WATER				
G4-EN8	Total water withdrawal by source	-	Environmental Stewardship	53
G4-EN10	Percentage and total volume of water recycled and reused	-	Environmental Stewardship	54

SPECIFIC STANDARD DISCLOSURES				
GRI G4 Reference	DMA and Indicators	Omissions	Location of Disclosure	Page No.
MATERIAL ASPECT: BIODIVERSITY				
G4-EN11	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	None of our operations are located close protected or reserved areas.	Environmental Stewardship	56
G4-EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	None of our operations are located close protected or reserved areas.	Environmental Stewardship	56
G4-EN13	Habitats protected or restored	None of our operations are located close protected or reserved areas.	Environmental Stewardship	56
G4-EN14	Total number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	None of our operations are located close protected or reserved areas.	Environmental Stewardship	56
MATERIAL ASPECT: EMISSIONS				
G4-EN15	Direct greenhouse gas (GHG) emissions (Scope 1)	-	Energy and Climate change	44-45
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (Scope 2)	-	Energy and Climate change	44-45
G4-EN17	Other indirect greenhouse gas (GHG) emissions (Scope 3)	-	Energy and Climate change	44
G4-EN18	Greenhouse gas (GHG) emissions intensity	Subsidiaries have been omitted	Energy and Climate change	44
G4-EN19	Reduction of greenhouse gas (GHG) emissions	Subsidiaries have been omitted	Energy and Climate change	46
G4-EN20	Emissions of ozone-depleting substances (ODS)	Subsidiaries have been omitted	Energy and Climate change	46
G4-EN21	Nox, SOx, and other significant air emissions	Subsidiaries have been omitted	Energy and Climate change	46

SPECIFIC STANDARD DISCLOSURES				
GRI G4 Reference	DMA and Indicators	Omissions	Location of Disclosure	Page No.
MATERIAL ASPECT: EFFLUENTS AND WASTE				
G4-EN22	Total water discharge by quality and destination	-	Environmental Stewardship	54
G4-EN23	Total weight of waste by type and disposal method	-	Environmental Stewardship	51-52
G4-EN24	Total number and volume of significant spills	Subsidiaries have been omitted	There were no significant spills (spills greater than 159 liters - one barrel in a single occurrence of an incident) as a result of our operations in the reporting period.	-
G4-EN25	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention ² Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	-	Not applicable. We do not import or export any waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII.	-
G4-EN26	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the organization's discharges of water and runoff	-	There are no habitats significantly affected by our discharges of water and runoff.	56
MATERIAL ASPECT: PRODUCTS AND SERVICES				
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	-	We do not use any significant packaging materials for any of our vehicles. Product Innovation	-
MATERIAL ASPECT: COMPLIANCE				
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	There have been no significant fines or non-monetary sanctions imposed on us for non-compliance with environmental laws and regulations.	Corporate Governance	19
MATERIAL ASPECT: OVERALL				
G4-EN31	Total environmental protection expenditures and investments by type	Subsidiaries have been omitted	Environmental Stewardship	55
G4-EN34	Number of grievances about environmental impacts filed, addressed, and resolved through formal grievance mechanisms	Subsidiaries have been omitted	Corporate Governance	16

SPECIFIC STANDARD DISCLOSURES				
GRI G4 Reference	DMA and Indicators	Omissions	Location of Disclosure	Page No.
SOCIAL				
LABOR PRACTICES AND DECENT WORK				
MATERIAL ASPECT: EMPLOYMENT				
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	-	Workforce Management	58-61
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Subsidiaries have been omitted	Workforce Management	58-61
G4-LA3	Return to work and retention rates after parental leave, by gender	Subsidiaries have been omitted	Workforce Management	59
MATERIAL ASPECT: LABOR/ MANAGEMENT RELATIONS				
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Subsidiaries have been omitted. We abide by the Industrial Disputes Act, 1947 regarding notice period to be given before any operational change.	Workforce Management	58-61
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY				
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Subsidiaries have been omitted.	Occupational Health & Safety	64-72
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	-	Occupational Health & Safety	64-72
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Subsidiaries have been omitted.	Occupational Health & Safety	64-72
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Subsidiaries have been omitted. Our formal agreements with trade unions cover health and safety aspects.	Occupational Health & Safety	64-72

SPECIFIC STANDARD DISCLOSURES				
GRI G4 Reference	DMA and Indicators	Omissions	Location of Disclosure	Page No.
MATERIAL ASPECT: TRAINING AND EDUCATION				
G4-LA9	Average hours of training per year per employee by gender, and by employee category	-	Occupational Health & Safety	61
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Subsidiaries have been omitted	Occupational Health & Safety	59
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	Subsidiaries have been omitted	Occupational Health & Safety	58
HUMAN RIGHTS				
MATERIAL ASPECT: NON-DISCRIMINATION				
G4-HR3	Total number of incidents of discrimination and corrective actions taken	Subsidiaries have been omitted	Corporate Governance	16
MATERIAL ASPECT: FREEDOM OF ASSOCIATION AND COLLECTIVE BARGAINING				
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	Subsidiaries have been omitted	Workforce Management	58
MATERIAL ASPECT: CHILD LABOR				
G4-HR5	Operations and suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	Subsidiaries have been omitted	Workforce Management	59
MATERIAL ASPECT: FORCED OR COMPULSORY LABOR				
G4-HR6	Operations and suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	Subsidiaries have been omitted	Workforce Management	59

SPECIFIC STANDARD DISCLOSURES				
GRI G4 Reference	DMA and Indicators	Omissions	Location of Disclosure	Page No.
MATERIAL ASPECT: SECURITY PRACTICES				
G4-HR7	Percentage of security personnel trained in the organization's human rights policies or procedures that are relevant to operations	Subsidiaries have been omitted	Workforce Management	59
MATERIAL ASPECT: INDIGENOUS RIGHTS				
G4-HR8	Total number of incidents of violations involving rights of indigenous peoples and actions taken	Subsidiaries have been omitted	All our manufacturing locations except Jamshedpur are in designated industrial areas. At Jamshedpur, there have been no cases of violation of rights of Indigenous people.	-
SOCIETY				
MATERIAL ASPECT : ANTI-CORRUPTION				
G4-SO4	Communication and training on anti-corruption policies and procedures	Subsidiaries have been omitted	Corporate Governance	19
G4- SO5	Confirmed incidents of corruption and actions taken	Subsidiaries have been omitted	Corporate Governance	19
MATERIAL ASPECT: PUBLIC POLICY				
G4- SO6	Total value of political contributions by country and recipient/beneficiary	Subsidiaries have been omitted	We have not made any financial contribution to any political party or politician	-
MATERIAL ASPECT: ANTI-COMPETITIVE BEHAVIOR				
G4- SO7	Total number of legal actions for anti-competitive behavior, anti-trust, and monopoly practices and their outcomes	Subsidiaries have been omitted	Corporate Governance	19
MATERIAL ASPECT: COMPLIANCE				
G4- SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	Subsidiaries have been omitted	Corporate Governance	19

SPECIFIC STANDARD DISCLOSURES				
GRI G4 Reference	DMA and Indicators	Omissions	Location of Disclosure	Page No.
PRODUCT RESPONSIBILITY				
MATERIAL ASPECT: CUSTOMER HEALTH AND SAFETY				
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Three subsidiaries have been omitted	Product Innovation	36-40
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Three subsidiaries have been omitted	No incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services.	-
MATERIAL ASPECT: PRODUCT AND SERVICE LABELING				
G4-PR3	Total number of incidents of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services during their life cycle, by type of outcomes	Three subsidiaries have been omitted	We provide requisite information to our customers about the health and safety aspects of product as per law of land.	36-40
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	Three subsidiaries have been omitted	There were no incidents reported against Tata Motors for non-compliance with regulations and voluntary codes.	-
G4-PR5	Results of surveys measuring customer satisfaction	Three subsidiaries have been omitted	Customer Delight	32
MATERIAL ASPECT: CUSTOMER PRIVACY				
G4-PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data	-	Not applicable	-
MATERIAL ASPECT: COMPLIANCE				
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	Three subsidiaries have been omitted	Corporate Governance	19

NVG Mapping

Principle	Description	Page No
Principle 1	Businesses should conduct and govern themselves with Ethics, Transparency and Accountability.	16-20
Principle 2	Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle.	36-40
Principle 3	Businesses should promote the wellbeing of all employees.	58-61
Principle 4	Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized.	22-24
Principle 5	Businesses should respect and promote human rights.	58-61
Principle 6	Business should respect, protect, and make efforts to restore the environment.	42-46, 48-56
Principle 7	Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner.	16-20
Principle 8	Businesses should support inclusive growth and equitable development	80-83
Principle 9	Businesses should engage with and provide value to their customers and consumers in a responsible manner.	32-33 36-40

UNGC COP Mapping

Area	Advanced Criteria	Page Reference
Strategy, Governance and Engagement	<p>Criterion 1: The COP describes key aspects of the company's high-level sustainability strategy in line with Global Compact principles</p>	Details on our high-level sustainability strategy can be found in Chairman's Statement (Page 12-13) and Material Issues (Page 26-28) sections of the report.
	<p>Criterion 2: The COP describes effective decision-making processes and systems of governance for corporate sustainability</p>	Details on effective decision-making processes and systems of governance for corporate sustainability can be found in Corporate Governance (Page 16-20) of the report
	<p>Criterion 3: The COP describes engagement with all important stakeholders</p>	Details on engagement with all important stakeholders can be found in Stakeholder Engagement section (Page 22-24) of the report.
UN Goals and Issues	<p>Criterion 4: The COP describes actions taken in support of broader UN goals and issues</p>	<p>We have implemented Policy on Human Rights, Policy on Equal Opportunity and Non-Discrimination in Employment, Environmental Policy, Green Building Policy, Policy on Bribery and Corruption in support of broader UN goals and issues.</p> <p>Actions taken in support of broader UN goals and issues can be found in Corporate Governance (Page 16-20), Economic Performance (Page 30) Product Innovation (Page 36-40), Energy and Climate Change (Page 42-46), Environmental Stewardship (Page 48-56), Workforce Management (Page 58-61) and Community Development (Page 80-83) sections of the report.</p>
Human Rights Implementation	<p>Criterion 5: The COP describes robust commitments, strategies or policies in the area of human rights</p>	<p>We have implemented Policy on Human Rights, Policy on Equal Opportunity and Non-Discrimination in Employment, Environmental Policy, Green Building Policy, Policy on Bribery and Corruption in support of broader UN goals and issues. Details on Human Rights Implementation can be found in Corporate Governance (Page 16-20) and Workforce Management (Page 58-61) sections of the report.</p>
	<p>Criterion 6: The COP describes effective management systems to integrate the human rights principles</p>	
	<p>Criterion 7: The COP describes effective monitoring and evaluation mechanisms of human rights integration</p>	
	<p>Criterion 8: The COP describes key outcomes of human rights integration</p>	

Area	Advanced Criteria	Page Reference
Labour Principles Implementation	Criterion 9: The COP describes robust commitments, strategies or policies in the area of labour	Details on Labour Principles Implementation can be found in Corporate Governance (Page 16-20) and Workforce Management (Page 58-61) sections of the report.
	Criterion 10: The COP describes effective management systems to integrate the labour principles	
	Criterion 11: The COP describes effective monitoring and evaluation mechanisms of labour principles integration	
	Criterion 12: The COP describes key outcomes of integration of the labour principles	
Environmental Stewardship Implementation	Criterion 13: The COP describes robust commitments, strategies or policies in the area of environmental stewardship	Details on Environmental Stewardship Implementation can be found in Corporate Governance (Page 16-20), Product Innovation (Page 36-40), Energy and Climate Change (Page 42-46) and Environmental Stewardship (Page 48-56) sections of the report.
	Criterion 14: The COP describes effective management systems to integrate the environmental principles	
	Criterion 15: The COP describes effective monitoring and evaluation mechanisms for environmental stewardship	
	Criterion 16: The COP describes key outcomes of integration of the environmental principles	
Anti-corruption implementation	Criterion 17: The COP describes robust commitments, strategies or policies in the area of anti-corruption	We have implemented Policy on Bribery and anti-Corruption in support of broader UN goals and issues. Details on implementation can be found in Corporate Governance (Page 16-20) section of the report.
	Criterion 18: The COP describes effective management systems to integrate the anti-corruption principle	
	Criterion 19: The COP describes effective monitoring and evaluation mechanisms for the integration of anticorruption	
	Criterion 20: The COP describes key outcomes of integration of the anti-corruption principle	

Area	Advanced Criteria	Page Reference
Value chain implementation	<p>Criterion 21: The COP describes implementation of the Global Compact principles in the value Chain</p>	<p>Details on Value Chain Implementation can be found in Corporate Governance (Page 16-20), Stakeholder Engagement (Page 22-24) and Value Chain Sustainability (Page 74-77) sections of the report.</p>
Transparency and Verification	<p>Criterion 22: The COP provides information on the company's profile and context of operation</p>	<p>Details on company's profile and context of operation can be found in Company Profile (Page 08) and Corporate Governance (Page 16-20) sections of the report.</p>
	<p>Criterion 22: The COP incorporates high standards of transparency and disclosure</p>	<p>This report uses GRI G4 'Core' Reporting Guidelines.</p>
	<p>Criterion 23: The COP is independently verified by a credible third party</p>	<p>This report is independently assured by M/s DNV GL</p>

Awards and Accolades

Corporate

- Tata Motors features in 'Best Companies To Work For' survey 2014
- Manufacturing Supply Chain Operational Excellence' for automobiles is awarded to Tata Genuine Parts by Asia Manufacturing Supply Chain Awards
- Tata Motors Press Unveil at Auto Expo 2014 wins a silver in the Best Use of Digital Marketing for an Event or Activations Best IP category
- Tata Motors received the “GreenCo Best Practices Awards 2015” for innovative work in the area of Life Cycle Assessment
- Tata Motors bagged Golden Peacock Award for Sustainability
- Tata Motors received Sustainable Plus Gold Label for FY 2014 from CII's Centre for Excellence for Sustainable Development

Plants

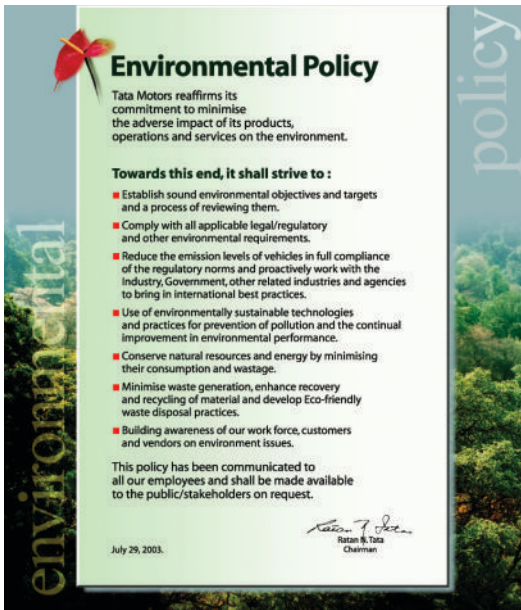
- CV Pune, PV Pune, Jamshedpur and Pantnagar Works have been rated GOLD under CII GreenCo Rating process - a holistic framework to assess and evaluate the environmental performance of an organization which assesses the environmental attributes of – products, processes and the entire value chain
- Tata Motors CV Pune, Jamshedpur, and Dharwad Plant awarded “Excellent Energy Efficient Unit” and Lucknow Plant awarded “Energy Efficient Unit” at the 16th National Award for Excellence in Energy Management – 2015 organized by Confederation of Indian Industries (CII) on 3rd Sep-15 at Hyderabad in recognition of its continued commitment and efforts towards improvement in energy efficiency, reduction in carbon emission and implementation of various energy conservation projects
- Sanand – The Central Quality team from Ahmedabad plant bagged Best Kaizen Competition 2014, Vadodara
- Dharwad – Graced with Golden Peacock Environment Management Award
- Jamshedpur Works wins CII-Eastern Region ENCON Award 2015
- Jamshedpur Works wins Environmental Award - First Place in Manufacturing Category by Jharkhand State Pollution Control Board
- Pantnagar Works won the Golden Peacock Environment Management Award – 2015
- Car Plant-Pune was awarded VASUNDHARA AWARD-2015 by Maharashtra Pollution Control Board (MPCB) under “LARGE SCALE INDUSTRY” category (Runner Up) On ‘World Environment Day’ - 5th June 2015.
- Tata Motors CVBU wins CII Award for Supply chain and Logistics



CII-GBC GreenCo has recognized Tata Motors Limited for the excellent efforts in Best Practices in Life Cycle Assessment by the “GreenCo Best Practices Award”



Policies



Environmental Policy

Tata Motors reaffirms its commitment to minimise the adverse impact of its products, operations and services on the environment.

Towards this end, it shall strive to :

- Establish sound environmental objectives and targets and a process of reviewing them.
- Comply with all applicable legal/regulatory and other environmental requirements.
- Reduce the emission levels of vehicles in full compliance of the regulatory norms and proactively work with the industry, Government, other related industries and agencies to bring in international best practices.
- Use of environmentally sustainable technologies and practices for prevention of pollution and the continual improvement in environmental performance.
- Conserve natural resources and energy by minimising their consumption and wastage.
- Minimise waste generation, enhance recovery and recycling of material and develop Eco-friendly waste disposal practices.
- Building awareness of our work force, customers and vendors on environment issues.

This policy has been communicated to all our employees and shall be made available to the public/stakeholders on request.

July 29, 2003.

Ratan B. Tata
Ratan B. Tata
Chairman



Environmental Procurement Policy

Tata Motors shall adopt a holistic approach to the procurement process by ...

- Expanding awareness of Tata Motors' Environmental Policy, and Code of Conduct amongst Vendors, Contractors and Service Providers through various means;
- Evaluating environmental performance of Vendors, Contractors and Service Providers along with quality and cost and giving priority to 'green' Vendors/Contractors and Service Providers and Green Products;
- Involving Vendors, Contractors and Service Providers to improve their environmental performance by establishing an Environment Management System;
- Educating Vendors, Contractors and Service Providers to improve their manufacturing process to reduce their carbon footprint and use of hazardous chemicals;
- Encouraging Vendors, Contractors and Service Providers to minimize logistics and packaging material, and maximize reuse and recycling of packaging material and use of recycled materials.

11th December, 2009.

P M Telang
P M Telang
Managing Director - India Operations



Climate Change Policy

Tata Motors is committed to ...

- Leading the automobile sector in minimizing year on year Green House Gas emissions from its products, operations and services by adopting eco friendly technologies/ practices.
- Developing products powered by alternate fuels and having higher recyclable and recoverable content.
- Promoting fuel blends sourced from non-fossil fuel sources.
- Maximizing use of renewable energy.
- Proactively engaging with Government, forums and institutions in shaping related regulations.
- Facilitating and maximizing reduction in carbon foot print throughout value chain.
- Actively working for carbon sequestration and community initiatives for resource conservation.

23rd March, 2010

P M Telang
P M Telang
Managing Director - India Operations



Safety & Health Policy

We are committed to being an injury-free organisation, ensuring the safety and health of the employees, contractors and visitors in our operations. We also play an influential role in upgrading the standards of our business partners.

Our business conduct recognises safety as an integral part of its operations and strives to meet and exceed compliance, with applicable regulatory Safety and Health requirements.

To reach higher standards of safety and health, a culture of prevention is encouraged through proactive measures and techniques. Everyone has the prime responsibility of demonstrating commitment towards safety.

To achieve these objectives, Tata Motors will engage its employees and allocate adequate resources for continual improvement in its Safety and Health performance.

Date: 1st December, 2012
Place: Mumbai

Karl Slym
Karl Slym
Managing Director



Quality Policy

We, at Tata Motors, are committed to provide the best vehicles and experiences that excite our customers globally through a Quality and Customer Centric culture involving all employees and business partners as One Team.

We will passionately achieve this goal of being most admired by our global customers through excellence in design, development, manufacturing and sale of exciting products and services combined with an unmatched ownership experience.

To reach higher standards of Quality, we will internalise global best practices and sustainable technologies within the Organisation.

Tata Motors also has a commitment towards improving the Quality of life of its employees, both within and outside its plants and offices, through improved work practices and social welfare schemes.

Mumbai, July 29, 2013

Karl Slym
Karl Slym
Managing Director

TATA MOTORS

At Tata Motors, we value our stakeholders, and your views are important to us.
Please send in your valuable feedback to:

Mr. Arvind Bodhankar

Head - Safety, Health, Environment and Sustainability

Email: arvind.bodhankar@tatamotors.com, sustainability@tatamotors.com

Our Registered Office:

Bombay House, 24, Homi Mody Street, Mumbai 400 001, India.