



FORTIFYING SUSTAINABLE GROWTH

Corporate Sustainability Report 2014-15



स्टील अथॉरिटी ऑफ इण्डिया लिमिटेड
STEEL AUTHORITY OF INDIA LIMITED

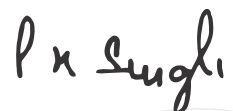


Sustainable Development Policy

SAIL recognizes that its business activities have direct and indirect impact on the environment and society. SAIL is committed to continuously promote Sustainable Development encompassing environmental, societal and economic aspects related to its business activities.

Guiding Principles

- Affirm its commitment to contributing towards a clean and sustainable environment and continually enhancing its environment related performance as an integral part of its business philosophy and values.
- Strive to integrate its business values in an ethical and transparent manner to demonstrate its commitment to sustainable development and to meet the interests of its stakeholders.
- Create a positive footprint within the society to make a meaningful difference in the lives of people by continually aligning its initiatives to the goals for sustainable development.
- Regularly interact with stakeholders to assess and achieve sustainability goals associated with its business activities, through constructive dialogue.
- Maintain commitment to business and people for quality, health and safety in every aspect.



P K Singh
Chairman

January 2016

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Chairman's Message

Dear Stakeholders,

Marching towards sustainable development has been a tradition in SAIL. Since its inception, the Steel Authority of India Ltd. has been a front-runner in sustainability initiatives and has always been embracing and applying the principles of sustainability in conducting its business activities. Presenting and publishing of Corporate Sustainability Report annually, reaffirms and demonstrates our conscious choice of adopting transparency and disclosing our performance in all the dimensions of sustainability. All previous SAIL reports have been prepared according to the GRI (Global Reporting Initiative) G3 Guidelines, at Application Level A. The Corporate Sustainability Report 2014-15 has been prepared in accordance with the new 'G4' guidelines of GRI Sustainability Reporting System. This report aims to highlight key issues and achievements pertaining to sustainable and inclusive development and measures undertaken to deal with these issues.

We continue to operate in a challenging and dynamic environment, which is replete with opportunities. The world economy has been experiencing subdued growth and economic slowdown. However, advanced economies are anticipating turnaround in next few years as a result of higher purchasing power due to decline in oil prices.

On the domestic front, we are confident of accelerated growth of the economy in the coming future. The thrust of the Union Government on infrastructure development, construction, rapid urbanization and expanding manufacturing capabilities, which are all steel intensive sectors, augurs well for the growth of the domestic steel consumption in the ensuing years. This is also manifested in the Government's prime campaigns such as 'Make in India' and 'Start Ups'.

The Company is trying to overcome the global economic slowdown by augmenting production of value added products, improving capacity utilization and operational efficiency as well through aggressive cost cutting measures. Further, Government interventions such as increase in import duties and imposition of safeguard duty on certain steel products shall help us in retaining margins.

During 2014-15, the Company achieved a turnover of ₹ 50,627 crore and profit after tax of ₹ 2,093 crore. A contribution of about ₹ 11,110 crore was also made to the National Exchequer by way of payment of dividend, taxes and duties to various Government Agencies. SAIL achieved its highest ever Hot Metal production of 15.4 Million Tonne (MT) surpassing its previous best of 15.2 MT achieved in 2007-08.

Our Modernization & Expansion Programme (MEP) has started yielding results with additional capacity coming on-stream across the Plants/Units. The new units at Rourkela and Burnpur were dedicated to the nation by the Hon'ble Prime Minister in April 2015 and May 2015 respectively. Besides capacity addition, the adoption of state-of-the-art technologies has paved way for technological up-gradation and enrichment of product mix. All these measures would help us in improving our productivity, cost effectiveness and energy efficiency with attendant benefit of making our operations more environment friendly. The Company incurred a capital expenditure of about ₹ 6,840 crore during the Financial Year 2014-15 and plans a further capital expenditure of around ₹ 7,500 crore during the Financial Year 2015-16.

To further augment its contribution to the economic development of the nation and to address the future challenges, the Company is working on a long term strategic plan which will steer it towards a target of 50 million tonnes per annum (MTPA) of Hot Metal production capacity. This shall put us amongst the global steel players, besides pledging to be a part of the vision of 300 million tonnes (MT) per annum steel capacity of the Government.

In addition to our internal efforts, we are also open to strategic alliances to enhance our value for all the stakeholders and the society at large. A number of strategic interventions in this regard were conceptualized during the course of the year which will help us to unleash our potential in the coming years.

Raw material security is another area of SAIL's strength and a vital source of its sustenance. The shipments, on continuous basis, from its landmark acquisition of a large coking coal mine at Mozambique through the International Coal Ventures Pvt. Ltd. (ICVL)

have started. Further, the Sitanala Coking Coal Block has been allotted to SAIL by the Government of India and efforts are being made for obtaining further allocation of coal blocks under the Government dispensation route.

For fulfillment of its commitment towards innovation, several new products have been developed by the Company during the year. A few notable among them are: grades of Seismic Resistant Rebars in line with international specifications (SAIL being the first developer in Country), Plates for Boilers and Pressure Vessels for elevated temperature applications, Blooms for Transmission Line Tower, HR Coils for Line Pipes and Auto Axle Beams and a special armour grade steel having ample hardness to provide protection from AK-47 from a distance of 10 meters so as to meet the requirements of the Indian Army for manufacturing of bullet proof vehicles. Our R&D investments are helping towards cost reduction, productivity improvements, optimum utilization of raw materials, reduced energy consumption and improved environment management.

As a responsible Corporate Citizen, SAIL is committed to improve its environmental footprint. With determined efforts, best ever results were achieved during the year for the important environmental performance indicators like particulate matter (PM) emission load, specific water consumption, specific effluent load, specific CO₂ emissions etc. for the Integrated Steel Plants of the Company. Recognizing the significance of plantation in conserving the environment, about 2.64 lakhs saplings were planted in and around SAIL Plants and Mines during the year 2014 - 15. In addition, efforts for eco-restoration of mined-out areas, greening of warehouses and other environmental projects have yielded positive results. Certifications for ISO 14001 for Environment Management System, ISO 9000 for Quality Management System, SA 8000 for Social Accountability and OHSAS 18001 for Occupational Health and Safety have been accorded to most of our Units.

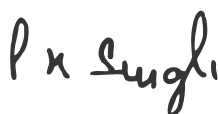
Our credo of making a "meaningful difference in people's lives" is reflected in our approach towards social responsibility. The key areas of CSR activities include medical and health care, education, livelihood generation, sanitation, roads, drinking water etc. with the focus on uplifting the lives of downtrodden and underprivileged living in and around the SAIL townships.

Clarion call of the Hon'ble Prime Minister for improvement in sanitation facilities of schools under "Swachha Vidyalaya Campaign" inspired us to take up in a big way construction of toilets in schools which were not having proper toilets or were having dysfunctional toilets, in the peripheral areas of SAIL Plants & Units. With modified CSR focus, the Company is executing a few large scale CSR projects, having a major impact on the socio-economic development, focusing on areas of education, sanitation, environment conservation, watershed development and skill development.

Highest standards of Corporate Governance at SAIL ensure transparency, disclosures and reporting as required under the various laws, regulations and guidelines. Balanced disclosures of our organization's economic, environmental and social performance are duly made in this report.

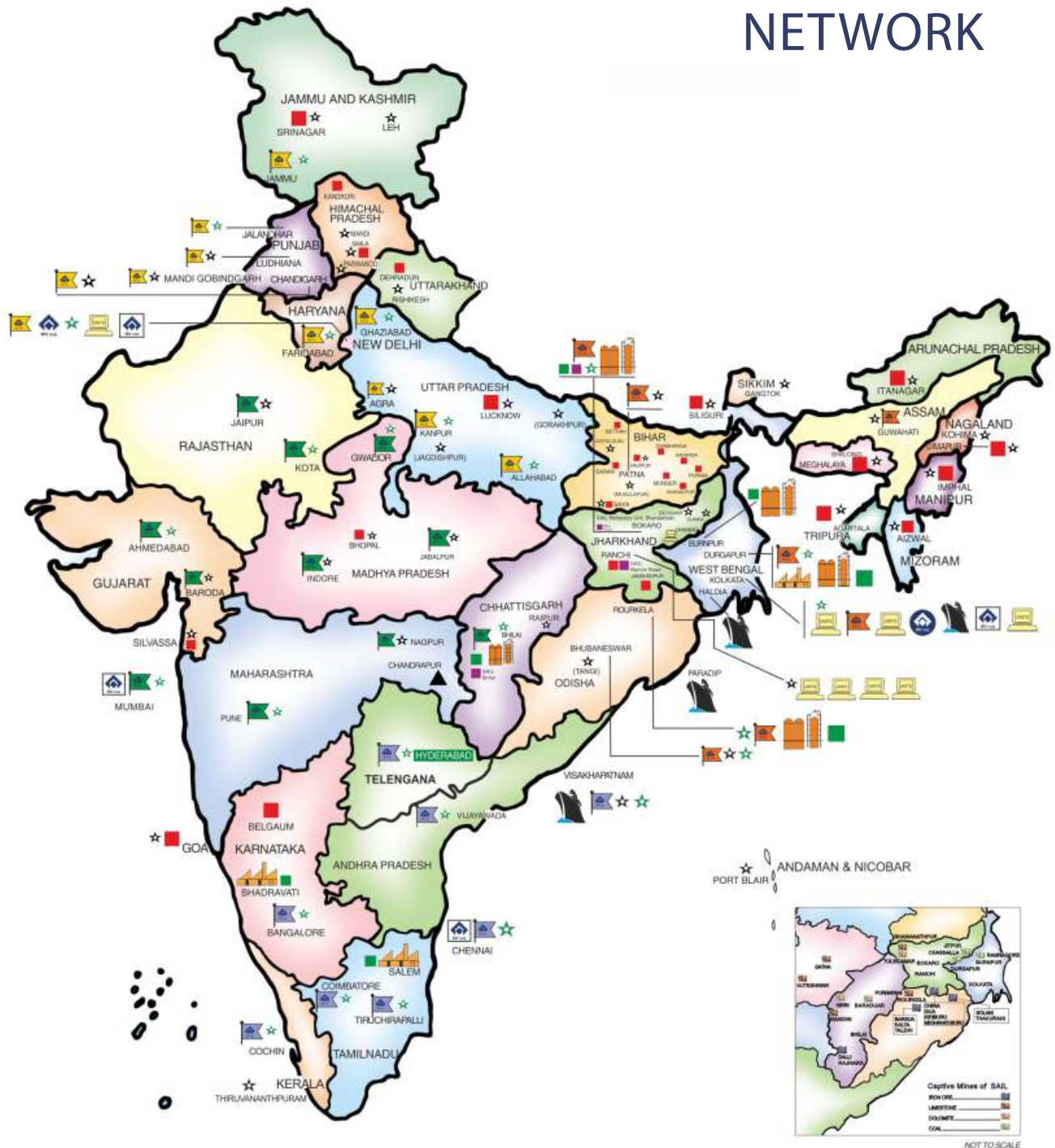
To conclude, I reaffirm our commitment towards sustainability, aptly described through the quote of Jim MacNeill, Former Secretary General of the World Commission on Environment and Development: "Sustainability is growth based on forms and processes of development that do not undermine the integrity of the environment on which they depend."

With best compliments,



P K Singh
Chairman

SAIL NETWORK



CORPORATE OFFICE	UNITS	CONSIGNMENT AGENCY YARD	BRANCH SALES OFFICES
INTEGRATED STEEL PLANTS	CMO HEAD QUARTERS	SALES RESIDENT MANAGER	1. NORTHERN REGION
ALLOY AND SPECIAL STEEL PLANTS	REGIONAL OFFICES	CUSTOMER CONTACT OFFICE	2. EASTERN REGION
FERRO ALLOY PLANT	DEPARTMENTAL WAREHOUSE	SAIL REFRACTORARY UNIT (SRU)	3. WESTERN REGION
		TRANSPORT & SHIPPING OFFICE	4. SOUTHERN REGION

SAIL organisational network in India



ABOUT
FIFTH ANNUAL
CORPORATE SUSTAINABILITY REPORT

REPORT PROFILE

REPORTING PERIOD

SAIL's sustainability commitments and actions have been transparently disclosed in the form of corporate sustainability reports since 2010-11. The current report for the year 2014-15 is the fifth annual sustainability report by SAIL following the last report published for 2013-14 and covers the financial year from 1st April 2014 to 31st March 2015.

REPORTING FRAMEWORK

This Report is the first by SAIL to be published as per the G4 guidelines of the Global Reporting Initiative (GRI) 'in accordance' Core option. The report encompasses the Economic, Environmental and Social aspects of SAIL's business operations. The intended audience are all the valued stakeholders who are connected directly or indirectly to SAIL's operations and activities described on page 27. The report has been aligned with reference to Indicator Protocol, Sector Supplements and Technical Protocol while applying the reporting principles of materiality, stakeholder inclusiveness, sustainability context and completeness applied in line with the Principles of Inclusivity, Materiality and Responsiveness. Details on process of defining materiality has been elaborated in Page 28.

REPORTING SCOPE

The report aims to present a balanced and reasonable representation of SAIL's sustainability performance. The financial information reported in the economic performance section is presented in agreement with the Annual Report published for the financial year 2014-15 ending on 31st March 2015. The social and environmental performances of the Plants, Units and Mines have been elaborated in the respective sections. The reporting boundary is confined to the products and services of SAIL and covers the Plants, Units and Mining operations of SAIL as defined in Page 09. No Unit has been closed, divested or relocated during the year 2014-15. Efforts have been made to include all significant actions or events and reasonable estimates on the future impacts of past events. Various principles for defining quality like balance, comparability, accuracy, timeliness, clarity and reliability have been considered while preparing the report.

REPORTING STANDARDS

Financial performance has been reported as per guidelines of the Company Law. SAIL conducts periodic quality, environment, health & safety and social audits as per the requirements of International Standards such as ISO 9001, ISO 14001, OSHAS 18001 and SA 8000 respectively. Economic and Financial Systems are subjected to statutory audits by a third party and internal auditors. Further, the systems are verified and reviewed by the concerned government authorities. World Steel Association (WSA) guidelines and calculation methodologies have been followed while reporting the Carbon Dioxide (CO₂) emissions for Integrated Steel Plants (ISPs). Monitoring, measurement and calibrations are carried out as per relevant Indian Standards within purview of the Quality Management System. Work environment and safety are driven by the requirements of Factories Act and the environmental regulations prescribed by the Ministry of Environment, Forest and Climate Change (MOEF&CC). The material issues were prioritized based on their significance on economic, environmental and social performance of the organization and stakeholder engagement process. As per materiality assessment process, material aspects have been determined and described in respective chapter.

DISTRIBUTION & FEEDBACK ON THE REPORT

The full Report is published in English language. The report is available on request via email and is available on SAIL website (www.sail.co.in). Stakeholder feedback on the report will be communicated to the related department upon its receipt via email.

For additional information about SAIL's efforts on sustainable development, you are welcome to write at sailsustainability@gmail.com

ASSURANCE

This report for 2014-15 is the first by SAIL as per GRI G4 guidelines. SAIL is submitting the report for GRI Content Index Service to confirm the accuracy of GRI G4 Content Index. External Assurance for the report has not been carried out.

PERFORMANCE HIGHLIGHTS OF 2014-15

Even with slowing market economy, SAIL has been successful in maintaining its business growth and market share. With increase in production capacity in near future, SAIL shall be in a position to further enhance its contribution towards nation building.

FINANCIAL PERFORMANCE

All values are in ₹Crore

Key Performance Indicators	2012-13	2013-14	2014-15
Turnover	49,350	51,866	50,627
Net Sales	43,961	46,189	45,208
Profit Before Tax	3,241	3,225	2,359
EBIDTA	5,621	5,909	5,586
Capital Expenditure	9,731	9,890	6,840
Total Assets	84,218	91,962	99,327
Export Sales	1,158	1,497	1,568
Profit After Tax	2,170	2,616	2,093
CSR Budget	42	40	78

PRODUCTION PERFORMANCE

All values are in MT

	2012-13	2013-14	2014-15
PLANTS			
Hot Metal	14.27	14.45	15.41
Crude Steel	13.42	13.58	13.91
Pig Iron	0.21	0.22	0.63
Total Saleable Steel	12.39	12.88	12.84
Semi-Finished Steel	2.42	2.76	3.01
Finished Steel	9.96	10.12	9.84
MINES			
Iron Ore Production from Mines	21.49	25.31	23.18
Flux Production from Mines	2.21	2.18	2.11



Kalyani - the Largest Blast Furnace of the Country at IISCO Steel Plant

Environmental improvement programs have led to reduction in energy consumption & greenhouse gas emissions, increased water reuse & recycling, managing wastes and mitigation of risks pertaining to environmental incidents. For social indicators related to labour productivity, training, CSR expenditure and diversity, SAIL has shown a remarkable achievement.

ENVIRONMENTAL PERFORMANCE

Key Performance Indicator	Unit	2012-13	2013-14	2014-15
Specific Energy Consumption	Gcal/tcs	6.68	6.59	6.52
Specific CO ₂ Emission	t/tcs	2.75	2.69	2.65
Particulate Matter Emission Load	kg/tcs	0.88	0.86	0.83
Specific Effluent Load	kg/tcs	0.11	0.11	0.10
Specific Effluent Discharge	m ³ /tss	2.22	2.16	2.16
Specific Water Consumption	m ³ /tcs	3.73	3.67	3.66

SOCIAL PERFORMANCE

Key Performance Indicator	Unit	2012-13	2013-14	2014-15
Labour Productivity	tcs/man/year	258	278	302
Training	Man-hours/employee/year	63.2	105.6	115.2
Spending on CSR	₹Crore	53.29	62.06	35.04
Female Employees	% of total employees	5.77	5.73	5.81



SAIL

A Maharatna Company

THE COMPANY

Steel Authority of India Limited (SAIL), a Government of India undertaking headquartered at New Delhi, is a premier steel manufacturing organization of India. Since independence, the company has been driving the industrial resurgence of modern India. SAIL is among the seven Maharatnas of the country's Central Public Sector Enterprises. It is a fully integrated iron and steel maker, producing iron and steel at five integrated plants and three special steel plants, located principally in the eastern and central regions of India and situated close to its captive iron ore, limestone and dolomite mines which are domestic sources of raw materials. SAIL produces both basic and special steels for domestic construction, engineering, power, railway, automotive and defence industries and for sale in export markets. SAIL manufactures and sells a broad range of steel products, including hot and cold rolled sheets and coils, galvanized sheets, electrical sheets, structurals, railway products, plates, bars and rods, stainless steel and other alloy steels.

SCOPE OF THE REPORT

The following SAIL Plants, Units and Mines are covered in the Scope of this report.

Plants

Bhilai Steel Plant
Durgapur Steel Plant
Rourkela Steel Plant
Bokaro Steel Plant
IISCO Steel Plant
Alloy Steels Plant
Salem Steel Plant
Visvesvaraya Iron and Steel Plant
Chandrapur Ferro Alloy Plant

Units

Central Marketing Organisation
Research and Development Centre for Iron & Steel
Centre for Engineering and Technology
SAIL Safety Organisation
SAIL Growth Works, Kult
Environment Management Division
SAIL Refractory Unit

RMD Mines

Iron Ore Mines

Kiriburu
Meghahatuburu
Gua
Manoharpur
Bolani
Barsua
Kalta

Flux Mines

Kuteshwar Limestone Mine
Bhawanathpur Limestone Mine
Tulsidamar Dolomite Mine

BSP Mines

Iron Ore Mines

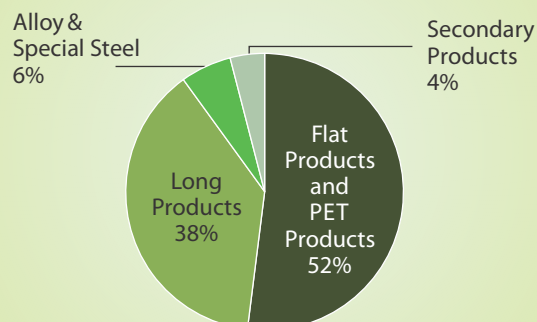
Rajhara
Dalli
Jharandalli
Dalli Manual
Mahamaya

Flux Mines

Nandini Limestone Mine
Hirri Dolomite Mine
VISL Flux Mines
Bhadigund Limestone Mine
Kenchapura Dunite Mine

All marketing activities at SAIL are handled by the Central Marketing Organisation (CMO) which works in collaboration with its pan India network constituting of 37 Branch Sales Offices (BSOs), 27 Customer Contact Offices (CCOs) and 67 Warehouses. The CMO's massive outreach in the domestic market is ably supported by a rapidly growing rural dealers' network which addresses all ranges of customers irrespective of size, scale or location.

Sales Value of Products



PRODUCTS PORTFOLIO & APPLICATIONS

HOT ROLLED PRODUCTS

SAIL is the largest Indian producer of hot rolled coils, sheets and skelp which has several direct industrial and manufacturing applications



SEMI-FINISHED PRODUCTS

Blooms, billets and slabs are converted to finished products at SAIL units and also sold to re-rollers for conversion



PLATES

SAIL is currently the largest producer of plates commanding significant market share. Plates by SAIL are used for building infrastructure, ships, pipes, tanks, vessels etc.



COLD ROLLED PRODUCTS

Cold rolled sheets and coils offer superior finish and properties and preferred for precision tubes, automobile panels and also for further processing such as colour coating, galvanizing and tinning



RAILWAY PRODUCTS

SAIL produces high quality railway products such as rails, wheels, axles and sleeper plates which are sold to Indian Railways and also exported around the world



STRUCTURALS

I-beams, channels and angles are long steel products with cross sections of various shapes which are used for structures such as transmission towers, bridges and other infrastructure applications



BARs AND RODS

Reinforcement steel and wire rods are primarily used in construction industry and SAIL is the prominent player in this sector



SPECIALITY PRODUCTS

SAIL also produces special products such as electrical sheets, tin plates and pipes which are used by specific industries



ALLOY AND STAINLESS PRODUCTS

Alloys and stainless steel products offered by SAIL find applications in automobiles, railways, pharmaceutical equipment and household utensils



SAIL's sustainability framework adopts a holistic approach; addressing the Business, Health & Safety, Environment and Community management across its operations. The implementation of this framework is guided by our company's Sustainable Development Policy and supported by our Operating Model, which has been instituted to promote improved accountability within the system.

The key drivers of SAIL's sustainability achievement are the dedication and commitment of our people. Our employees are encouraged to align with the spirit of our company's mission and values as part of their business roles and responsibilities, to care for the community and the environment. Our constructive engagement with all customers has aided in establishing a continued success amidst increasing global competition. The collaborative work with our supply chain ecosystem has enabled us to innovate and improve the product portfolio, while limiting the adverse impacts of production. At SAIL, we believe in giving back to our society and this is reflected in our community initiatives.

The background of the page is a photograph of high-voltage power transmission towers and power lines stretching across a landscape. The image is overlaid with a warm, orange-to-yellow gradient, suggesting a sunrise or sunset. The towers are silhouetted against the bright sky.

OUR SUSTAINAB

VISION

To be a respected world-class corporation and leader in Indian steel business in quality, productivity, profitability and customer satisfaction.

CREDO

- We build lasting relationships with customers based on trust and mutual benefit.
- We uphold highest ethical standards in conduct of our business.
- We create and nurture a culture that supports flexibility, learning and is proactive to change.
- We chart a challenging career for employees with opportunities for advancement and rewards
- We value the opportunity and responsibility to make a meaningful difference in people's lives.



ILITY APPROACH

SUSTAINABILITY CENTRIC PRIORITIES FOR SAIL

- To stick to the knitting of business in steel sector
- To boost our market share through appropriate growth strategies
- To conduct business with high ethical standards with all our stakeholders
- To institutionalize engagement mechanisms for relevant stakeholders such as our employees, customers, suppliers and community to help identify and prioritize our sustainability focus areas.
- To ensure business sustainability by adopting multi-pronged approaches in the area of cost and financial management, technology upgradation, value addition on products and addition of innovative products to our portfolio in alignment with the future demand trends
- To adopt global best practices across the value chain
- To identify state-of the-art technologies in the area of environmental management and incorporate the same to achieve environmental excellence
- To carry out all round interventions towards functional improvements in every conceivable segment of mining, steel making, marketing, human resource management and peripheral services including community development

STRENGTHS

- Strong balance sheet with consistent growth
- Established systems, processes and practices in the organization
- Diverse portfolio with pan-India presence aided by the company's multi-location production units
- Energy security through a number of captive power plants and JV power plants to meet the rising power demand
- Available land bank for future expansions
- Largest captive iron ore mining operations in India
- Skilled pool of manpower support
- Acclaimed in-house research establishment namely RDCIS

OPPORTUNITIES

- Growth potential in India to augur well with capacity expansion
- Consolidation of market share by exercising national outreach of the company
- Import substitution through product innovation
- Achieving excellence in the areas of Marketing, Human Resources, Infrastructure & Utilities, Maintenance, Information Technology, Environment and Safety Management etc.

Growth Strategies



Consolidation of leadership position through capacity enhancement

Increasing focus on value added products

Continual betterment of operational efficiencies

Augmentation of raw material base and improving quality of input

Strategic alliances for further supporting the growth initiatives

SUSTAINABILITY FRAMEWORK

The sustainability priorities of the company are strategized with support from the relevant stakeholders of the company. The engagement feedback from these stakeholder interactions are used to identify the material aspects based on which sustainability projects, impacting the triple bottom line growth of the company, are identified.



SUSTAINABLE DEVELOPMENT PROJECTS

SAIL's Sustainable Development Policy was drafted as per the Guidelines for Sustainable Development by the Department of Public Enterprises (DPE), Ministry of Heavy Industries and Public Enterprises, Government of India. The policy encourages the company to adopt Sustainable Development projects across its operational locations. In 2014-15, SAIL worked on the "Biodiversity Conservation & CO₂ Sequestration at Bolani Iron Ore Mine" in collaboration with the Ambedkar University, Delhi. SAIL has also engaged the 'Centre for Environment Management of Degraded Ecosystem' (CEMDE), University of Delhi to maintain the restored ecosystem for a five year period to ensure Sustainable Development at Purnapani Limestone & Dolomite Quarry.

COMMUNITY SUPPORT BY SAIL

Contributing to the socio-economic conditions of the communities we operate in, has always been a core part of the company's culture. In adherence to the national decrees like 'DPE Guideline on CSR & Sustainability – 2013' and 'The Companies Act – 2013'; SAIL undertakes several Corporate Social Responsibility (CSR) activities that benefit its localities. For details of SAIL's CSR initiatives, please refer to page 75 to 82.



OUR STRUCTURE OF GOVERNANCE

SAIL recognizes the need for effective corporate governance to facilitate the achievement of its strategic goals. Our corporate governance structure combines controls, policies and guidelines that drive our organization towards its business objectives while also satisfying stakeholders' needs. To support SAIL's corporate responsibility endeavours, the Company has adopted a governance structure and various management processes which have been refined over the years keeping in focus the future challenges of the business.

To maintain the ethical conduct of the business, SAIL strives to ensure transparency through disclosures and reporting while conforming fully to the related regulatory aspects and guidelines. Being a responsible corporate citizen, SAIL endeavours to enhance shareholders value which is considered as a significant part of the governance philosophy of SAIL.

Some of SAIL's robust protocols include internal mechanisms such as oversight of management, independent internal audits, structure of the Board of Directors etc.

SAIL recognizes that the Board is accountable to all shareholders and that each member of the Board owes his/her first duty for protecting and furthering the interest of the Company. Corporate governance adheres to Clause 49 of the Listing Agreement. The Board of Directors are guided by the organization's Vision and Credo. The composition of the Board of Directors is a mix of full time Executive and non-Executive Directors selected through Public Enterprises Selection Board, which has a well-drawn procedure for such selection. The Company's Board regularly reviews the performance of the organization on economic, environmental and social issues.

The Directors present the annual report of the Company together with audited accounts for financial year in the Annual General Meeting (AGM). The minutes are prepared for the proceedings of the AGM, including the suggestions, comments and feedback from the shareholders.

Allegiance to corporate governance agenda is ensured by a number of committees of the SAIL Board like Audit Committee, Nomination and Compensation Committee, Shareholder/Investors Grievance Committee and Committee of the Board (COB). There is a Code of Conduct in place which is applicable to Board Members and senior management personnel of SAIL. There were no instances of non-compliance by the Company and no imposition of any penalty or stricture on the Company by the Stock Exchange or SEBI in the matter related to capital, during last three years.

Being a Government of India enterprise, the nomination and fixation of terms and conditions for appointment as Director on the Board is made by the Government of India. The Board has constituted a Remuneration Committee comprising of six independent Directors for the purpose of finalization of Performance Related Pay (PRP) for the executives of the Company. The Non-Executive Directors (other than Government Nominee Directors) are paid only sitting fee for each Board/ Board Sub-Committee Meeting attended by them and no other pecuniary benefit was granted to them. The salary and pay scales of the whole time Directors are fixed by the prevailing rules of the Government.



GOVERNANCE MECHANISM

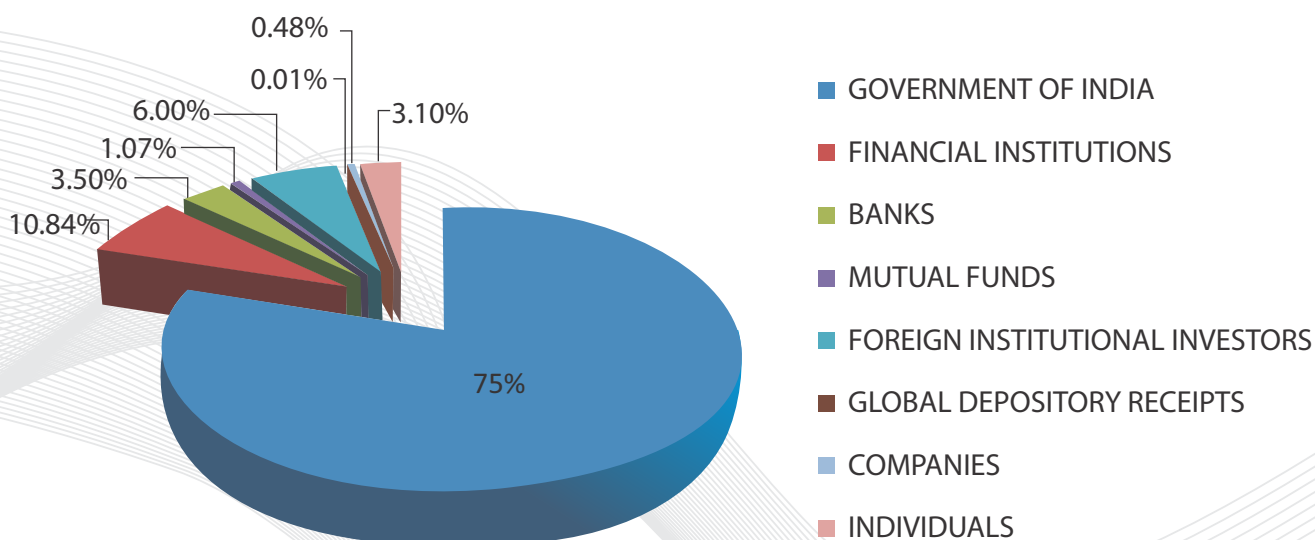
The various divisions of SAIL's Corporate Office are responsible for monitoring the topics concerning the economic, environmental and social aspects of the business. The relevant data shared by the units are used to prepare status reports for the Board Members' perusal prior to the meeting. The Board Members review the information shared along with the agenda and provide their feedback, which is then reviewed by the top management and incorporated into their business decisions. To avoid conflict of interest, the Company ensured that there were no material transactions with the Promoters, Directors or the Management, their Subsidiaries, relatives etc.

The Government of India owns 75% of SAIL's equity and retains voting control of the company. However, SAIL, by virtue of its 'Maharatna' status enjoys significant operational and financial autonomy.

BOARD OF DIRECTORS

As on 31st March 2015, the Board of Directors comprised of a full time Chairman, 6 whole time Directors and 4 Non-Executive Directors (including 2 Independent Directors).

Number of shareholders complaints received during the period from 01.04.2014 to 31.03.2015 was 51. Out of these, 49 complaints were resolved and two complaints were pending for redressal as on 31.03.2015.



Shareholders breakup for SAIL for year 2014-15 (% of Equity)

Board of Directors

(as on 01/01/2016)



Shri P. K. Singh
Chairman



Ms. Bharathi S. Sihag
Additional Secretary & Financial Advisor,
Ministry of Steel, GoI



Shri Sunil Barthwal
Joint Secretary,
Ministry of Steel, GoI



Shri A. K. Chaudhary
Director (Finance)



Shri S. S. Mohanty
Director (Technical)



Shri Kalyan Maity
Director (Raw Materials & Logistics)



Shri Binod Kumar
Director (Commercial)



Dr. N. Mohapatra
Director (Personnel)



Shri G. Vishwakarma
Director (Projects &
Business Planning)



Dr. Atmanand



Shri J.M. Mauskar



Shri P.K. Dash



Prof. Ashok Gupta



Shri Parmod Bindal



Smt. Anshu Vaish

Chief Executive Officers (Permanent Invitees)



Shri Anutosh Maitra
Bokaro Steel Plant



Shri S. Chandrasekaran
Bhilai Steel Plant

CORPORATE INTEGRITY

Preventive and proactive vigilance activities at SAIL facilitate an enabling environment for our employees to work with integrity, efficiency and impartiality while upholding the highest ethical standards.

SAIL has established vigilance departments in all Plants/Units with Quality Management System (QMS) to receive and investigate complaints including those relating to corruption as per the Central Vigilance Commission guidelines. A total of 3,174 periodic checks including the file scrutiny and joint checks were conducted in the vulnerable areas/ departments of different Plants/Units. For increased awareness amongst employees, sessions and workshops were undertaken on a regular basis on various topics. In the year 2014-15, a total of 158 workshops involving 4006 participants were organized for enhancing Vigilance awareness on Whistle Blower Policy, Lokpal & Lokayukta Act, 2013, Purchase/Contract Procedures, RTI Act, Conduct & Discipline Rules, System and Procedures followed in SAIL.

13 cases were taken up for intensive examination at different Plants and Units. During intensive examination, high value procurement/contracts are scrutinized comprehensively and necessary recommendations are forwarded to the concerned departments for implementing suggestions for improvement. Based on the findings of the complaints, major penalty was advised against 15 employees and minor penalty was advised against 52 employees during the year 2014-15. Further, major penalties were imposed on 25 employees including dismissal of four (4) employees and minor penalties were imposed on 47 employees during the year 2014-15. Apart from the above, various systemic improvements and preventive / administrative actions were suggested in the above cases to prevent recurrence of such incidents.

SAIL has not practiced any anti-competitive behaviour, antitrust and monopoly practices and has not initiated any case in this regard. However, the Company has successfully defended anti-competition allegation before the competent authority and order so passed is in favour of SAIL. One case filed in Supreme Court is pending in respect of remedies available in the Competition Act. Second case filed by the party is pending in Supreme Court against the order of the Competition Appellate Tribunal. SAIL does not encourage any kind of political lobbying and political influence in its working pattern. However, the Company respects all national and state-level political representatives. SAIL has not made any monetary or in-kind contribution to any political party during the reporting period. There were no fines or sanctions for non-compliance with laws and regulations in the reporting period.

THRUST AREAS OF SAIL VIGILANCE

- Increase e-auction (Reverse Auction & Forward Auction) in all spheres
- Scrutiny of files pertaining to high value projects in line with the Guidelines of Chief Technical Examiner of CVC
- Scrutiny of the contracts awarded on single tender enquiry
- Increased surveillance in the areas of receipt, sampling & testing of high value raw materials



VIGILANCE AWARENESS WEEK CELEBRATION: SEMINAR ON COMBATING CORRUPTION

Standing Conference of Public Enterprises (SCOPE) and Department of Public Enterprises (DPE) jointly organized Vigilance Awareness Week on the theme "Combating Corruption – Technology as an Enabler".

PARTNERSHIPS, ASSOCIATIONS AND MEMBERSHIPS

WORLD STEEL ASSOCIATION (WSA)

SAIL is proud to have a long standing association with the WSA and has been actively involved in sharing knowledge on sustainable steel production and best practices for achieving excellence in business. The Company has subscribed to WSA principles and is committed to:

- Use of co-products to reduce CO₂ emissions
- Introduce best practices
- Use of better operational practices and new technology for enhancing energy efficiency
- Research on radical new technologies

MONTREAL PROTOCOL

SAIL (in association with UNDP) has successfully showcased its commitment to Montreal Protocol by completely phasing out Ozone Depleting Substances (ODS), viz. Carbon Tetrachloride (CTC) used as cleaning solvent, with tri-chloro ethylene at its six steel plants at Bhilai, Durgapur, Rourkela, Bokaro, Burnpur and Salem.

UN GLOBAL COMPACT

SAIL has aligned its business policies and actions with the principles of UN Global Compact and is striving towards making a positive contribution across the ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.

STOCKHOLM CONVENTION ON PERSISTENT ORGANIC POLLUTANTS (POPs)

SAIL has actively collaborated with MOEF&CC and UNIDO for ensuring responsible management and disposal of POPs including Polychlorinated Biphenyls (PCB) at BSP in line with the recommendations of Stockholm Convention (SC). PCB in electrical transformers will be treated/ destroyed using suitable technology being brought in by UNIDO under this project.

CHARTER ON CORPORATE RESPONSIBILITY FOR ENVIRONMENTAL PROTECTION (CREP)

MOEF&CC launched a charter called Corporate Responsibility for Environmental Protection (CREP) with an objective to steer improvement in environmental performance in industries. Being a responsible corporate citizen, SAIL has voluntarily extended its commitment to this cause and is complying with the action points suggested under the charter while also developing strategies to improve the performance further and beyond statutory compliance.

STANDING CONFERENCE ON PUBLIC ENTERPRISES (SCOPE)

SCOPE is a prominent body of the Central Government of India and SAIL has been actively involved in its proceedings being amongst India's largest Public Sector Enterprises (PSE).

OTHER ASSOCIATIONS & MEMBERSHIPS

- | | |
|---|--|
| <ul style="list-style-type: none"> • All India Management Association (AIMA) • All India Organization of Employers (AIOE) • Associated Chambers of Commerce and Industry of India (ASSOCHAM) • Centre for Organization Development (COD) • Confederation of Indian Industry (CII) • Consultancy Development Centre (CDC) • Delhi Productivity Council (DPC) • Federation of Indian Chambers for Commerce and Industry (FICCI) • Forum of Women in Public Sector (WIPS) | <ul style="list-style-type: none"> • Global Institute for Flexible System Management (GIFT) • Indian Institute of Metals (IIM) • Indian Institute of Plant Engineers (IIPE) • Indian Society for Trade and Development (ISTD) • Indo USSR Chamber of Commerce and Industries (IUCCI) • Institute of Public Enterprises (IPE) • Institute of Rail Transport (IRT) • Project Management Associate (PMA) • The Energy and Resources Institute (TERI) • The Indian Iran Chamber of Commerce and Industry (IICCI) • World Confederation of Productivity Science (WCPS) |
|---|--|

KEY JOINT VENTURE COLLABORATIONS

- NTPC SAIL Power Company Pvt. Ltd.
- Bokaro Power Supply Co. Pvt. Ltd.
- Mjunction Services Ltd.
- SAIL Bansal Service Centre Ltd.
- Bhilai Jaypee Cement Ltd.
- S&T Mining Co. Pvt Ltd.
- International Coal Ventures Pvt. Ltd.
- SAIL SCL Kerala Ltd.
- SAIL RITES Bengal Industry Pvt. Ltd.
- Prime Gold SAIL JVC Ltd.

ICVL

International Coal Ventures Pvt. Ltd. (ICVL) is a joint venture of SAIL, CIL, RINL, NMDC & NTPC. ICVL took over an operating coal mine and coal assets of Rio Tinto Ltd. in Mozambique with a total coal resource of 2.6 billion tonnes. Regular shipments of coal are being received by SAIL from this mine.

ULTRA-MEGA STEEL PROJECT IN BASTAR DISTRICT, CHHATTISGARH

A concept has been evolved by the Ministry of Steel with an aim to develop large capacity mega steel projects in the Country, which would help India in achieving the capacity of 300 million tonnes of crude steel production by 2025-26. Towards accomplishing this vision, SAIL would be participating in the setting up of an Ultra Mega Steel Plant (UMSP) of approximately 6 million tonnes green-field capacity in Bastar district of Chhattisgarh. "Chhattisgarh Mega Steel Limited" has been incorporated by SAIL as a Special Purpose Vehicle (SPV) for UMSP in Chhattisgarh on 20th January 2015. The SPV will induct NMDC as a Joint Venture partner. In addition, a mining SPV will be created which will undertake mineral exploration, mine development and commercial production of iron ore.

DEVELOPMENT OF RAIL CORRIDOR FROM ROWGHAT TO JAGDALPUR IN THE STATE OF CHHATTISGARH

In a significant move which will bring about socio-economic development of the backward areas of Bastar region predominantly inhabited by tribal population in the Chhattisgarh State and to further the industrial progress and mining activities in the region, Government of India has taken a momentous decision to expand the reach of its railway network in this backward area meeting the long pending demand of the local population. A Memorandum of Understanding has been signed amongst SAIL, State Government of Chhattisgarh, NMDC Ltd. and IRCON International Limited, for construction of 140 kilometer rail corridor from Rowghat to Jagdalpur via Narayanpur, Kondagaon in the State of Chhattisgarh.

AUTOMOTIVE STEEL JOINT VENTURE IN INDIA

SAIL and Arcelor Mittal are in discussions for exploring the possibility for setting up an automobile grade steel manufacturing facility under a Joint Venture (JV) arrangement in India. The proposed JV will construct a state-of-the-art cold rolling mill and other downstream finishing facilities in India that will offer technologically advanced steel products to India's rapidly growing automotive sector.

SAIL SCL KERALA LTD.

Towards the quest for revival of operations of the joint venture company formed between SAIL and Government of Kerala (GoK), a new rolling mill for manufacturing 65,000 tonnes per annum of TMT bars has been installed.

RAIL TRANSPORTATION:

A Joint Venture company between SAIL and RITES viz. "SAIL RITES Bengal Wagon Industry Pvt. Ltd." has been formed for fabrication of wagons.

SAIL's Salem Stainless used in Mangalyan (Mars Orbiter Mission – MOM)

SAIL has contributed towards the historical achievement of MOM by providing stainless steel for fabricating the fuel and oxidizers tanks of the PSLV-XL which carried the Mangalyan to the red planet, 65 crore kms from earth. The quality of the AISI 304 L grade I stainless steel manufactured in SAIL's Salem Steel Plant had to be of such high standard that it could withstand the action of highly reactive fuel and oxidizers over a long period of time without developing any leakages.

AWARDS AND ACCOLADES

SAIL

- 'Excellent' MoU Rating for the year 2013-14, for the 12th consecutive year.
- 3 out of the 33 Prime Minister's Shram Awards declared for the year 2013
- Out of 28, 19 Viswakarma Rashtriya Puraskar involving 105 employees for the performance year 2012.
- NARAKAS Rajbhasha Shield 2013-14 (1st Prize) for the "Best Implementation of Official Language"
- 'Golden Peacock Award' for Corporate Social Responsibility, for the year 2014
- PHD Chamber Good Corporate Citizen Award 2014
- 'SCOPE Meritorious Award for Environment Excellence & Sustainable Development' for the year 2012-13
- 'Best in CSR & Sustainability as well as the Most eco-friendly PSU in the Maharatna Category' at the 1st India Today Group PSU Awards-2014
- BT Star Award, 2014 for Excellence in HR Management
- 5th Dalal Street Investment Journal PSU Award 2013 in the category of Highest Asset Creating Maharatna.
- Skoch Renaissance Awards 2014 in the category 'Sustainable & Balanced Business Performance'.
- 'Governance Now PSU Award 2014' under two award categories viz. IT Adoption in HR and Best HR Practices (Training).

Bhilai Steel Plant

- IIM National Sustainability Award 2013-14 for performance and achievements accomplished during the Financial Year 2013-14, from IIM, Kolkata
- CII – Exim Bank Award 2014 - Commendation Certificate for significant achievement from CII Institute of Quality
- CII Sustainability Award 2014 for performance and achievements accomplished during the Financial Year 2013-14
- National Energy Conservation Award 2014 in the integrated steel sector on the basis of improvement in its energy performance over the previous year 2012-13.
- Recognized and awarded for the maximum contribution towards ESIC in the State of Chhattisgarh

Durgapur Steel Plant

- Indira Gandhi Paryavaran Puraskar 2012 from Ministry of Environment, Forest and Climate Change, GoI for the year 2012-13.
- Greentech Environment Award-2015 (Gold) and Greentech CSR Award-2015 (Gold) from Greentech Foundation, Delhi for the performance year 2013-14.
- CII - Exim Bank Award for Business Excellence– Commendation Certificate for significant achievement from CII Institute of Quality for the performance year 2014.
- Safety Innovation Award from Institution of Engineers for the year 2013-14.
- Ispat Suraksha Puraskar awarded by JCSSI for the year 2013.

Rourkela Steel Plant

- 1st runner-up award for "Best Overall HR Practices" in 4th ZENITH Rewards & Recognition Programme by the National Human Resources Development Network - Bhubaneswar (NHRD)
- Commendation for "Strong Commitment to HR Excellence" in 5th CII National HR Excellence Award
- BG Deshmukh Special Award for Excellence in CSR-2014 instituted by Maratha Chamber of Industry and Agriculture, Pune.

Bokaro Steel Plant

- Rajbhasha Karyanvayan Award – Third Prize for outstanding work done in Rajbhasha in Eastern Region for 2013-14
- CII (Eastern Region) Productivity Award 2014
- Greentech Award (Gold) in the Metal & Mining Sector from Greentech Foundation, Delhi in 2014
- CII-ITC Sustainability Award – 2014 for Excellence in Corporate Social Responsibility
- IIM SMS DEMAG Excellence Award from The Indian Institute of Metals for outstanding leadership contribution in Iron & Steel Industries in India for 2014-15
- CII-Exim Bank Business Excellence Award – Strong Commitment to Excel from CII Institute of Quality for the year 2014-15

Alloy Steel Plant

- First prize for Best Unit in Implementation of Rajbhasha, given by the Town Official Language Implementation Committee (TOLIC), Durgapur.

Salem Steel Plant

- Bagged 17 out of the 91 State Shram Awards (Tamilaga Arasin Uyarnta Uzhaipalar Viruthu) for the year 2010, 2011 & 2012 by the Directorate of Industrial Safety and Health, Government of Tamil Nadu
- 13th Annual Greentech Safety Gold Award in Metal & Mining Sector for outstanding achievements in Safety Management for Performance Year 2013-14, by the Greentech Foundation.
- JCSSI – Ispat Suraksha Puraskar – 2014 for no fatal accident occurred during the years 2012 & 2013.

Raw Materials Division

- Kalta Iron Ore Mines bagged the National Safety Awards (Mines) for longest accident free period for the years 2011 & 12
- 1st Pandit Madan Mohan Malaviya Bronze Award 2014 from CSR Times for its extensive contribution to support the students of disturbed areas.

SAIL Refractory Unit

- "Running Trophy" and the "Certificate" by the "NARAKAS"



Proud Vishwakarma Awardees



ENGAGING WITH STAKEHOLDERS

STRATEGIC STAKEHOLDER PRIORITIES



Stakeholder Engagements



Stakeholder support has been the cornerstone of SAIL's continued success for over six decades. We value the importance of our seamless operations across all domains of sustainability, resulting in value creation for all our stakeholders. SAIL has been instilling confidence among its stakeholders through a well-defined stakeholder engagement mechanism. The engagement intends to help in risk mitigation, conflict resolution, sustainability compliance management, market development, innovation and strategy. The initiative has offered manifold benefits in terms of foresight planning, scenario analysis and forging long-term mutually beneficial stakeholder relationships.

The comprehensive stakeholder engagement program has been fine-tuned over decades to address all stakeholder groups and their concern areas. This has facilitated a good understanding of the company's obligations towards its stakeholders consistent with the business commitments. It has provided a platform for promoting transparent communication and an opportunity for the company to identify and address the stakeholder's interests. This has been premised on the ethical accountability that groups that can affect or are affected by the operational footprint of the business should be given an opportunity to comment and give inputs into the development of decisions that will directly or indirectly affect them. SAIL holds in high esteem all its stakeholders who can influence or are affected by the operations of the company or its business activities.

The frequency of such engagement, which is at times proactive in nature, varies with the stakeholder groups ranging from daily interaction with employees to Annual General Meetings (AGM) for shareholders.

Completeness

- Understanding Stakeholders
- Complete & Transparent Reporting

Materiality

- Assessing Significance to Stakeholders & Management
- Deciding Domain of Reporting

Responsiveness

- Involving & Responding
- Providing Access to Information



Vendor's Meet

STAKEHOLDER ENGAGEMENT MATRIX

Stakeholder Groups	Sub-Groups	Engagement Mechanism	Concerns / Perceptions	Accrued Benefits
Shareholders	<ul style="list-style-type: none"> Government Institutions Insurance Companies Individuals 	Annual General Meetings , Quarterly and half- yearly reports to shareholders, Shareholder relation meets, Investor surveys	Company's Profitability, Wealth Creation, Stock Value, Grievances and Complaints	Creation of Wealth for shareholders
Employees	<ul style="list-style-type: none"> Regular Contractual 	Labour Unions, Bipartite & Tripartite Meetings, Departmental & Zonal Committee Meetings, Various Platforms for Dialogues & Communication, CEO Interactions, Employee Satisfaction Surveys, Annual Appraisals, Internal newsletters etc.	Safe and healthy working conditions, Good remunerations, Career growth, Good Life Quality, Welfare measures, Training and Skill Development	Motivated, Satisfied and enthused workforce
Suppliers	<ul style="list-style-type: none"> Ancillaries Bulk Suppliers Vendors 	Vendor Meetings, Meetings with Suppliers, Ancillary Association Meetings, Supplier Relationship Management	Partnership with value creation, Timely payment, More Engagement with local suppliers, Supplier satisfaction etc.	Satisfied suppliers
Customers	<ul style="list-style-type: none"> Institutional Retail 	Customer Meets, Plant visits, Director's conference with customer groups, Visits to customers and Customer satisfaction surveys	Partnership with value creation, Good Product quality, Delivery compliance, Customer satisfaction, Resolution of complaints etc	Lasting relationship, Satisfied customer
Community	<ul style="list-style-type: none"> Urban Rural Indigenous Communities 	Community Meetings, Interaction with Municipalities, Town administrative committee, Involvement in local society functions	Good Life Quality, Job opportunities, Education, Welfare measures, Medical facilities, Sustainable livelihood	Socioeconomic development of the region, Partnership in progress
NGO's	<ul style="list-style-type: none"> Local National 	Visits to Plants, Seminars, Conferences, Interactions etc.	Environment quality, Human rights, Freedom of association, Compliance to regulations	Safe and healthy workforce, Environment friendly operations, Ethical operations, Compliance to Standards
Regulators	<ul style="list-style-type: none"> Central Government State Government Local Bodies 	Meetings with Central & State Government/Steel Ministry / Trade Bodies, Industry Associations, Ministry of Environment, Forest and Climate Change, Other statutory bodies etc.	Economic, Environmental and Social Compliance, Human Rights, Safety, compliance to ILO conventions	Legal compliance, Beyond compliance
Competitors	<ul style="list-style-type: none"> Local International 	Knowledge sharing, Partnership with value creation, Anti-competitive behavior, Consumer privacy	Fair business, Partnership, Public policy advocacy	Knowledge sharing, Best practices, Ethical business
Industry Associations	<ul style="list-style-type: none"> WSA CII FICCI IIM etc. 	Conferences, Workshops, Seminars	Industry Policy, Regulations, Technology, Environment, CSR, Business Excellence	Knowledge sharing, Public policy advocacy, Best practices
Academic Bodies	<ul style="list-style-type: none"> Institutions Research Labs 	Conferences, Workshops, Seminars	Knowledge management, R&D activities, Partnership for value creation	Knowledge sharing, New technology
Professionals / Consultants	<ul style="list-style-type: none"> Local International 	Visits to Plants, Seminars, Conferences, Interactions	Partnership with value creation, Training and development	Knowledge building, Value creation, Collaboration
Media	<ul style="list-style-type: none"> Local National 	Press Meets Interactions with Plant and Corporate Communications	Economic, Environmental and Social performance Achievements	Transparency and communication

FEEDBACK FROM STAKEHOLDERS

SAIL's stakeholder engagement mechanism gives importance to building ongoing communication with those who are most valuable to the organization. This has enabled a continuous improvement process which has aided the Company to foresee expectations and meet them successfully, thereby positioning the business ahead of the market.

As brought out earlier, SAIL has in place various modes of engagement mechanism with its valued stakeholders. The Company has evolved parameters for systematically capturing feedback from stakeholders. Some of the pointers in this matrix are quantification of Customer Satisfaction Index and Employee Satisfaction. The response pattern also appropriates the needs and expectations of the stakeholders which helps in aligning organizational policies.

The feedback obtained through such participative modes are duly processed and incorporated in strategizing SAIL's initiatives. Such inputs at times orient the Company's strategic planning and consequent objective setting. These also form a strong plank for improvement in the area of product and services which are valuable for retaining and widening customer base, managing customer relationship and a deeper market penetration.

MATERIALITY ASSESSMENT PROCESS

Materiality Assessment is a framework which prioritizes the issues related to all the three pillars of sustainability and ranks them according to their perceived importance as well as impact of these issues on the business. The exercise of materiality assessment involves connecting with the stakeholder groups by organizing interactive sessions and zeroing on their responses against questionnaires prepared by the experts. The materiality mapping encompasses all internal & external stakeholders across all the Plants, Units and Mines of SAIL which ensures inclusivity in the approach.

SAIL has been conducting structured materiality assessment since past four years of its reporting journey. Stakeholder engagement activities were conducted as part of the reporting process for the current report incorporating the new GRI G4 guidelines. For the current report, the process drew from the perceptions of past years and feedback was sought from esteemed internal and external stakeholders on existing as well as new aspects in G4 guidelines. Effort has been made through this report to communicate on the issues being identified as having importance by stakeholders and those which impact the business. While conducting the materiality assessment workshops at Corporate Office, Plants and Mines, SAIL has engaged with internal as well as external stakeholders and gathered feedback in the form of survey responses from 110 respondents. For the current report, reporting boundary for all aspects has been restricted to the operations of SAIL.

Issues Identified During Stakeholder Engagement	Linkage With GRI Aspects	Page in Report
Enhancing profitability & growth	Economic Performance	31
Reducing operating cost and cost saving		
Fair and equal wages	Market Presence	65
Resource Management and Mineral Conservation	Materials	46
Enhancing energy efficiency and adopting renewables	Energy	35
Water conservation, recycling and reuse	Water	41
Biodiversity and Land rehabilitation	Biodiversity	47
Reducing greenhouse gas emissions & carbon footprint	Emissions	40
Waste management, recycling, reuse and disposal	Effluents & Waste	43-44
Employee satisfaction	Labour Management Relations	66
Health and safety of employees, process safety and emergency preparedness	Occupational Health & Safety	57
Enhancing employee productivity	Training & Education	71-72
Healthcare to Community	Local Communities	75
Initiatives to prevent corruption	Anti-Corruption	19
Increasing customer satisfaction	Product & Service Labeling	52

Materiality Matrix





ENSURING

FINANCIAL SUSTAINABILITY

ECONOMIC SUSTAINABILITY

India is the third-largest steel producer in the world. In 2015, the country produced 91.46 million tonnes (MT) of finished steel. Total finished steel production in the country increased at a CAGR of 7.45 per cent over FY'11–15. Driven by rising infrastructure development and growing demand for automotive, steel consumption is expected to reach 104 MT by 2017. India's steel production is expected to increase from 100 MTPA to 112.5 MTPA by FY16 and 300 MTPA by 2025. The Government of India has allowed 100 per cent foreign direct investment (FDI) in the steel sector under the automatic route. Nearly 301 MoUs have been signed with various states for planned capacity of about 486.7 MT.

SAIL has emerged as the preferred steel manufacturer delivering world class products and is held in high esteem by its customers across the globe. In order to further consolidate its leadership and extend the outreach while maintaining robust financial growth, the Company has undertaken several measures including cost optimization through productivity improvement, monitoring of high value procurement, optimization of coal blend etc.

Economic Performance

Key Economic Indicators (in ₹ crore)	2012-13	2013-14	2014-15
Gross Turnover (Direct Economic Value Generated)	49,350	51,866	50,627
Net Turnover	43,961	46,189	45,208
Cost of Material Consumed including Bought out Goods	21,202	19,272	18,523
Employee Wages & Salaries	8,637	9,579	9,736
Payments to Providers of Capital			
- Interest (Finance Cost)	748	968	1,454
- Interest (Capital-Expenditure During construction)	800	845	638
- Dividends	826	834	826
Community Investments (CSR Exp.)	53	62	35
Contribution to Government / Exchequer	12,122	11,560	11,110
Operating Profit (EBITA)	4,218	3,136	3,813
Profit After Tax	2,170	2,616	2,093
Income Retained in Business	1,209	1,641	837

SAIL, with its decades of experience, has provided world class products at competitive cost, established itself in a dominant market position and received warm appreciation and patronization of its valued customers. Besides meeting the domestic steel consumption demand, exports to neighboring markets increased at a faster pace of 15% over the previous year. This has been made possible through consistent innovation and adoption of new technologies.

SAIL caters to almost the entire gamut of the mild steel business - Flat Products in the form of Plates, HR Coils/Sheet, CR Coils/Sheets, Galvanized Plain/Corrugated Sheets and Long Products comprising Rails, Structural, Wire-rods and Merchant Products. In addition, Electric Resistance Welded Pipes, Spiral Welded Pipes, Electric Tin Plates and Silicon Steel Sheets form part of the Company's rich product-mix. In spite of the challenging market conditions, the Company achieved a total sales volume of 11.8 million tonnes during the Financial Year 2014-15. With regard to Dealer Sales, the best ever sales of 0.63 million tonnes was achieved during the Financial Year 2014-15, thereby, registering a growth of 2% over previous best of 0.62 million tonnes in Financial Year 2013-14. Similarly, in case of Alloy & Stainless Steel, the best ever sales of 0.25 million tonnes was achieved in 2014-15 which recorded a growth of 18% over previous year. During the Year, 532 new SAIL Dealers were appointed.

SAIL is proud to be a part of the Govt. of India's 'Make in India' initiative, wherein the Country's first indigenously built warship named INS Kamorta, an anti-submarine warfare corvette, was built with special grade high-tensile steel produced at SAIL.

Some of the key economic risks and barriers encountered by SAIL and their mitigation strategies are briefly described below:

ECONOMIC RISKS

- Increasing competition from domestic and international players
- Regulatory risks with heavy financial implications
- Import of Steel at a low price by the domestic consumers from the neighbouring countries
- Uncertainty in the global price trends of steel and iron ore
- Economic slowdown and reduced growth in the infrastructure sector
- Surplus capacity due to sluggish demand
- Diminishing ore and coal reserves in India

MITIGATION STRATEGIES

- Increasing market share by exploring new growth segments
- Improving product quality and reducing cost through operational efficiency
- Assessing the customer needs to enhance the existing product portfolio
- Product innovation to provide cutting-edge solutions to evolving sectors
- Securing long-term contracts with suppliers and enhancing vendor relationships
- Developing new mines and identifying domestic and international collaboration opportunities

R&D ACTIVITIES

SAIL has taken up a comprehensive roadmap for research and development with an objective to maintain market leadership, improve operational efficiencies, nurture process innovations and enhance quality of products to international levels. To enable this, Centre of Excellence (CoE) are being setup in all the Plants which will implement High Impact Projects (HIP) and Technology Missions (TM) to achieve technological eminence. This initiative has taken roots and eight CoE projects, three HIP projects and three TM projects are under different stages of implementation.

The efforts of RDCIS engineers and scientists in association with SAIL Plants have culminated in filing of 37 patents and 36 copy rights during 2014-15. As many as 90 technical papers (38 international) were published and 118 papers (45 international) were presented.

SAIL MODERNISATION & EXPANSION PROGRAMME NEARS COMPLETION

SAIL is in the last leg of implementation of the ongoing Modernisation & Expansion Programme (MEP). The Company has added about 5.5 million tonnes per annum of Hot Metal capacity by 2014-15 and will achieve the envisaged Hot Metal capacity of 23.5 million tonnes per annum after completion of MEP.

The Plan envisaged following actions which would lead to improved techno economics including lower energy consumption:

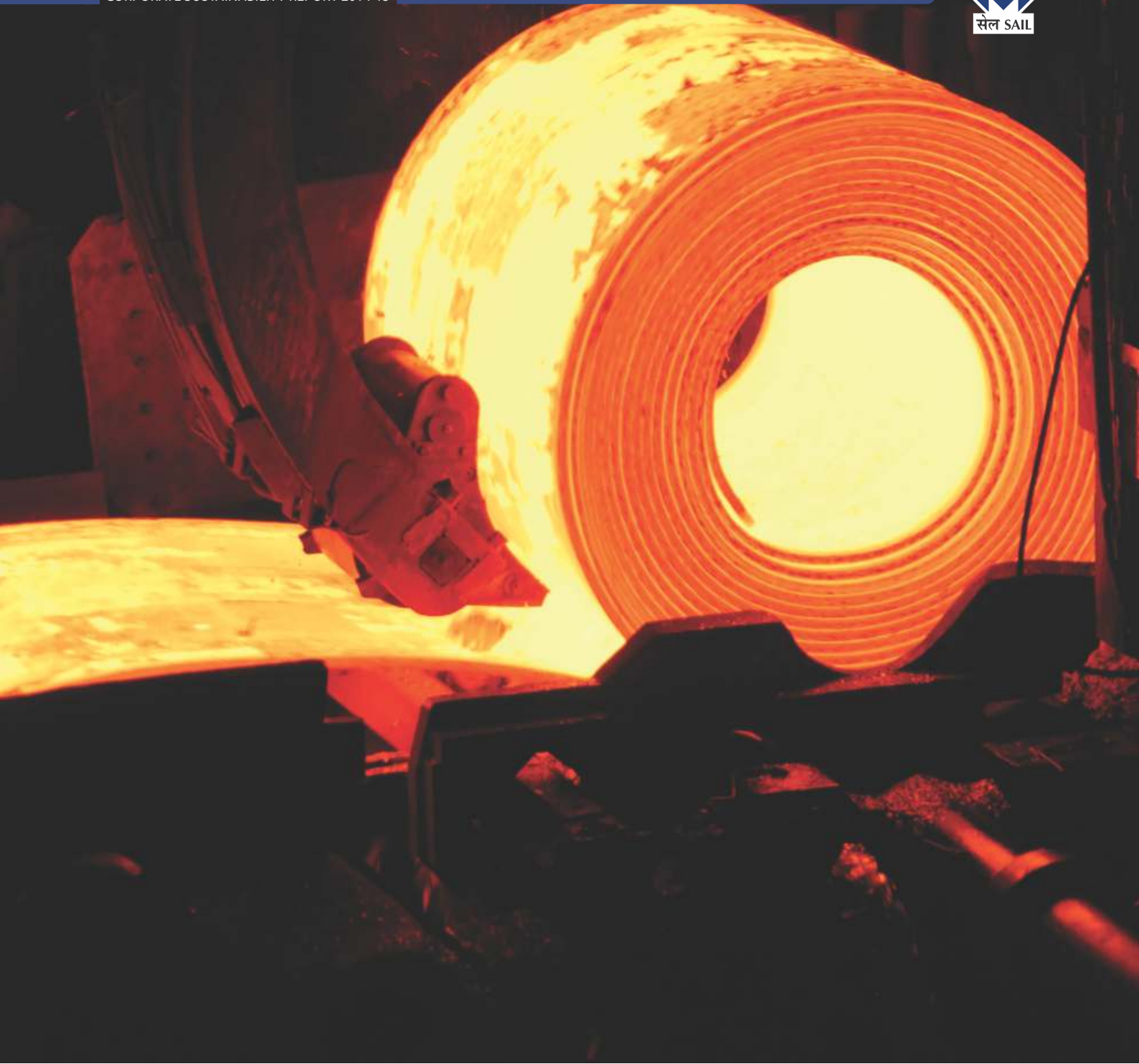
- Development of new iron ore mines with beneficiation facilities
- Installation of 7 m tall batteries with coke dry quenching system
- High capacity state-of-the-art Blast Furnaces
- Top pressure recovery turbine in Blast Furnaces
- Coal Dust Injection System
- Phasing out of small capacity inefficient BF's
- Phasing out of OHF (Open Hearth Furnace)/ THF (Twin Hearth Furnace) with Ingot casting route at BSP & ISP
- Adoption of 100% continuous casting route at all Plants
- Phasing out the primary mills (Blooming/Slabbing Mill)

At Rourkela Steel Plant, all new facilities under the integrated process route of BF-BOF-Caster-Plate Mill have been made operational and at IISCO Steel Plant, Burnpur, with the completion of India's largest Blast Furnace, all facilities under the integrated process route have become operational. Both the sites have been dedicated to the nation by the Hon'ble Prime Minister of India. Additionally, the following facilities have also become operational at SAIL's other steel plants:

S.No.	Unit	Major Facilities
1	Bhilai Steel Plant	2 nd Sinter Machine in SP-3 and Coke Oven Battery -11
2	Durgapur Steel Plant	Coke Oven Battery No. 2, Ladle Furnace, Lime & Dolomite Plant and Bloom cum Round Caster
3	Bokaro Steel Plant	New 1.2 MTPA Cold Rolling Mill



Hon'ble Prime Minister of India dedicating SAIL's modernised Rourkela Steel Plant to the nation



CONSERVING

ENERGY

MANAGING ENERGY FOR A BRIGHTER FUTURE

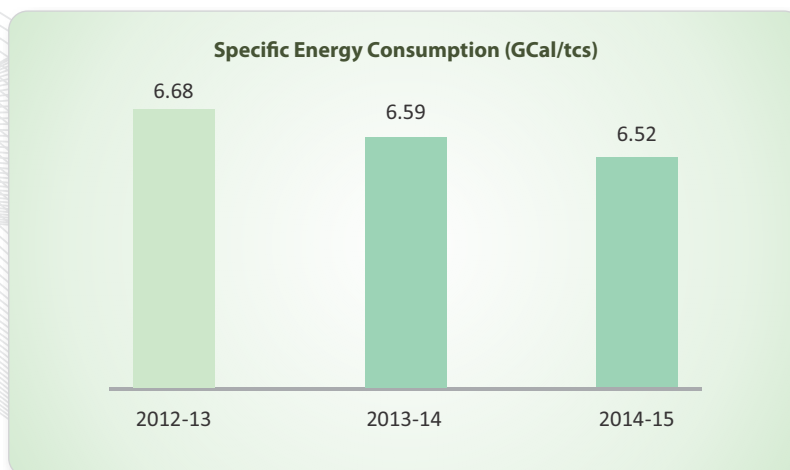
The Indian Iron and Steel industry is vital to the nation's development efforts and to support the required rapid economic growth. Steel finds its application in a wide range of sectors such as automobile, power, machine goods, and infrastructure. Energy efficiency and low carbon growth have emerged as key pathways to reduce the nation's energy intensity and emissions intensity. The industry has taken several initiatives to conserve energy at each sub process by adopting best technologies and innovative process operations. Iron and steel production involves highly energy intensive processes.

SAIL has been making serious efforts on a continual basis to improve the energy efficiency in its operational activities. Every Plant of SAIL has a structured Energy Management Department which analyzes the operations and zeros in on several energy conservation measures. As a result of the collective and committed management approach towards enhancing energy efficiency, SAIL has brought down consistently the energy consumption at its facilities over the years. This is amply borne out by the following table registering the energy consumption trend.

Energy Consumption Pattern						
Power & Fuel Consumption	2012-13		2013-14		2014-15	
	Quantity	(TJ)	Quantity	(TJ)	Quantity	(TJ)
Purchased Electricity (M kWh)	7,170	92,185	7,414	95,322	7,536	96,890
Generated Electricity (M kWh)*	636	8,176	592	7,610	806	10,361
Coal						
Coking Coal (MT)*	11.88	335,016	14.37	405,234	13.54	381,828
Non Coking Coal (MT)*	0.559	10,621	0.601	11,419	0.583	11,077
Furnace Oil ('000 KL)*	59	2,457	25	953	15.7	654
Total Energy Consumption		448,455		520,538		500,810

* Indirect Energy

#Direct Energy



SAIL has also taken various initiatives for the use of renewable energy like coal bed methane as fuel in re-heating furnaces, bio-diesel in locomotives, agro based fuel in boilers and solar water heating and lighting systems. The Company has initiated proposals for installation of 200 MW capacity Renewable energy projects during the period 2015-19. Out of this, proposal for installation of 15 MW capacity small hydel plant at Mandira Dam, Rourkela is in advanced stage and installation of 1 MW capacity grid interactive Solar PV plant at RSP is also progressing well. At VISL, Solar Water Heater system has been installed at the Industrial Canteen & Bhadra Guest House. At DSP, 15 nos. of solar lights within the plant have been installed.

ENERGY CONSERVATION INITIATIVES

Bhilai Steel Plant (BSP)

- Commissioning of COB# 11 with CDQ facility for recovery of waste heat.
- Commissioning of BOO based Oxygen Plant in place of old OP-I and one ASU of OP-II
- Commissioning of new sinter machine in SP-III
- Installation of modified BF gas burners in Boilers 2 and 4 of PBS
- Electrical energy conservation through illumination control, installation of VVVF drives, etc.

Durgapur Steel Plant (DSP)

- Commissioning of Ammonia absorber plant in Coal Chemical Complex
- Installation of Bell Less Top in BF # 3 along with modified gas cleaning plant
- Installation of CDI system at BF # 2
- Installation of VVVF drive for gas boosters
- Commissioning of Bloom cum Round Caster reducing production through energy intensive soaking pit route

Rourkela Steel Plant (RSP)

- Installation of TRT in Blast Furnace No. 5
- Commissioning of Pulverized Coal Injection in BF-5
- Installation of VVVF Drive in the combustion air blowers of BF#4 stove, ladle furnace and wire feeder in SMS-1, coal feeder 6-2 of HP Boiler No.6 & 2 and 1D fans of MP Boiler No.3 of CPP#1

Bokaro Steel Plant (BSL)

- Hot repair of COB# 6.
- Commissioning of CHSGP in BF #2 & 3
- Installation of soft starter in exhausters of two converters.
- Change of recuperator in Re-heating furnace- 4 at Hot Strip Mill
- Use of BF gas in Boiler #7 & 8 @ 15,000 Nm³/hr

IISCO Steel Plant (ISP)

- Introduction of dry quenching of coke in COB # 11
- Introduction of waste heat recovery unit in new Sinter Plant
- Introduction of top pressure recovery turbine in Blast Furnace # 5
- Introduction of waste heat recovery system in Blast Furnace # 5 stoves
- Introduction of walking beam reheating furnace in Rolling Mill area

Salem Steel Plant (SSP)

- Provision of VFDs for mill lubrication pumps at Z Mill –I in CRM.

Other Initiatives:

- 1400 LED Tubes have been installed at ASP in the place of fluorescent tubes
- 300 nos. of 120W LED Road Lights have been installed at SSP in place of 250W HPSV Lamps



PRESERVING OUR



ENVIRONMENT

ENVIRONMENT MANAGEMENT

SAIL is dedicated to promote clean, green and a sustainable growth. This affirmation of SAIL is embodied in its Corporate Environmental Policy. Adopting state-of-the-art eco-friendly technologies and sound environmental management practices compounded with training and awareness programmes for its employees are some of the note worthy interventions in this area.

Energy conservation, resource optimization, biodiversity protection, eco-restoration and incorporating pollution control facilities are some of the measures taken by SAIL on continual basis towards green management at all its Plants, Units & Mines. This has resulted in significant improvement in waste management, water & energy consumption, noise control, reduction in particulate matter emissions and effluent discharges. All these are in conformance with the National Environmental Policy 2006. SAIL has maintained a proactive approach to safeguard the environment with no stricture on non-compliance. There were no fines or non-monetary sanctions for non-compliance with environmental laws and regulations.

Some of the key environmental risks foreseen by SAIL and their mitigation strategies are briefly listed below:

ENVIRONMENTAL RISKS

- Enhanced concern on global warming which sets demanding targets by the Government
- Likely introduction of emission caps, punitive carbon taxes etc. in near future
- Disposal and management of increased quantity of waste
- Deteriorating air and water quality consequent upon intense industrialization in various clusters

MITIGATION STRATEGIES

- Adoption of clean technologies to reduce emissions
- Investment in environmental protection measures
- Development of strategies for proper handling, recycling and reuse of waste
- Compliance with the norms as well as preparing for beyond compliance scenario

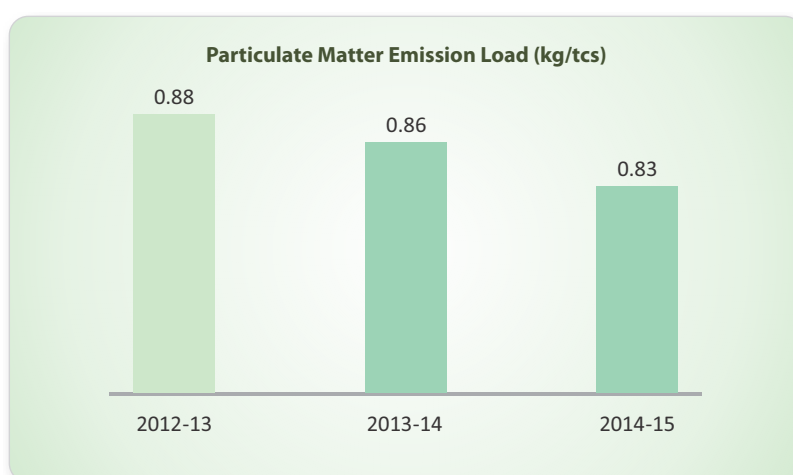
The commitment of SAIL towards sustainable development is evident from its conformance to Charter on Corporate Responsibility for Environmental Protection (CREP) requirements. This is a voluntary commitment between SAIL and MoEF&CC, Government of India which helped steel plants reduce their environmental footprint across the operations. Further, as per the Sustainable Development Guidelines issued by Department of Enterprises (DPE), the Company has also put in place a Sustainable Development (SD) Policy and taken up specific SD projects across its Plants, Units and Mines.

SAIL has evolved a business model which projects steel at the centre stage of economic growth while ensuring that the operations are environment-friendly and create value for the society. This commitment is visible in the MEP which is currently underway and at various stages of completion across all the plants and units. A focus area during this MEP is to increase the production capacity, while phasing out old technologies and equipment and installing efficient & environment friendly technologies. Out of the total outlay of about ₹ 72,000 crores for the ongoing modernization/ expansion programme, about ₹ 5,000 crores is being spent on pollution control schemes. The remaining schemes will also contribute towards energy efficiency/ resource conservation/ emission reduction.

To monitor and mitigate the environmental impact of its operational activities, SAIL has established a dedicated ensemble, Environment Management Division (EMD) catering to the diverse environmental implications arising from its multifarious operations ranging from mineral extraction to rolling out finished steel. Besides EMD, each Plant and Mine has its own department manned by qualified officers for implementation of environmental protection measures. SAIL's commitment to "comply with applicable (environmental) regulations and striving to go beyond", results from concerted efforts by SAIL's fraternity towards environmental stewardship and protection of the environment in and around its operating units.

To guide the efforts of the Company towards environmental matters, SAIL has constituted a Board Sub Committee (BSC) on Health, Safety and Environment. A thorough review of the Corporate Environmental Policy of the Company is being carried out by the BSC.

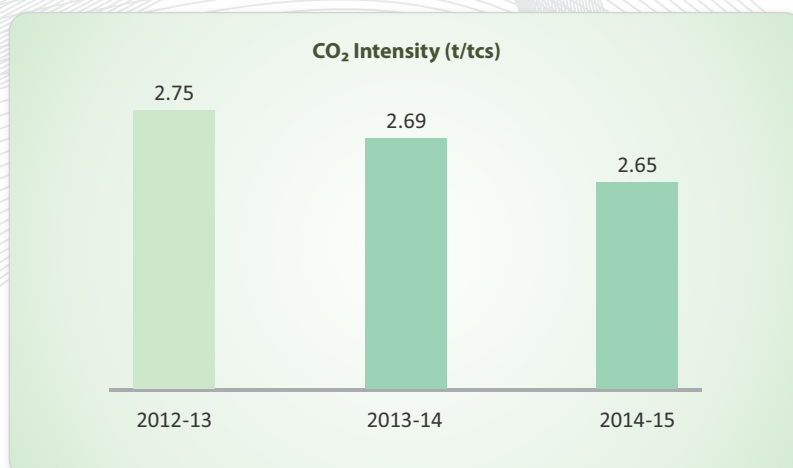
Limiting the stack emissions from chimneys has been one of the focus areas of action for SAIL. The emissions from stacks affect not only the health and safety of employees, but also the health of communities residing in and around the vicinity of the Plants. In order to provide a clean and green ecosystem, several steps have been taken which have led to Particulate Matter being limited to 0.83 kg/tcs for the year 2014-15. Emissions of SO₂ are reduced by the use of low sulphur coal and desulphurization of coke oven gas. For controlling No_x emissions, special burners have been installed with the implementation of some process related changes.



REDUCTION IN CARBON FOOTPRINT

Various functional units of SAIL which mainly contribute to the emission of CO₂ are Coke Ovens, Sinter Plant, Blast Furnaces, Steel Melting Shop, and Power Plant. Other relevant indirect greenhouse gas emissions are due to transportation of raw materials and finished products and commuting of employees to work place and back.

Due to various steps taken by SAIL, the CO₂ intensity for SAIL has been brought down to 2.65 t/tcs during the year 2014-15 from 2.81 t/tcs for 2011-12. As the figures testify, SAIL has been able to curb CO₂ emissions consistently over the years.



WATER CONSERVATION

The importance of conserving our stressed water resources is becoming more relevant with every passing day. India has 18% of the world's population and 4% of the globe's water resources. According to a study, India might be the most water-stressed among the Group of 20 nations by 2025. Water scarcity and water quality are predicted to be one of the largest economic and health concerns in the coming decade, meaning that businesses will need to take into account an area's water resources as an area of critical concern. As with most industrial processes, steel production requires billions of gallons of water.

Several regulatory requirements also mandate industries to ensure conservation of water resources. Initiatives by SAIL towards this end include setting up of Water Treatment Plants, identifying sources of leakage and arresting them, assessing the quantum of discharged water from various units and its analysis by specialists to work towards reduced consumption of fresh make-up water.

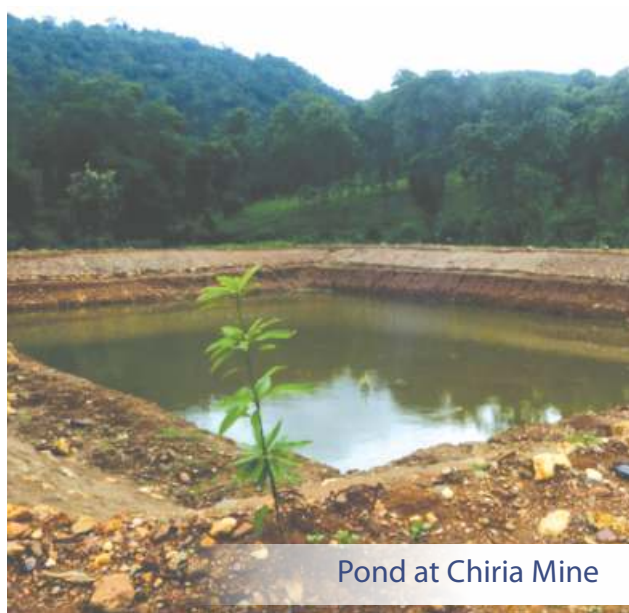
Water sources for various SAIL Plants & Units

Plants/Units	Water Source
BSP	River Mahanadi
DSP	River Damodar
RSP	River Brahmani
BSL	River Damodar
ISP	River Damodar
ASP	River Damodar
SSP	River Kaveri
VISL	River Bhadra
CFP	Groundwater (borewells)
SGW	River Barakar

Pond at Kiriburu Iron Ore Mine

Various initiatives taken to reduce the fresh water consumption include:

- At DSP, recirculation of furnace cooling water at Merchant Mill, rerouting of process water line from Old Water Treatment Plant to Old Power Plant, reuse of Old GCP blow down water to Coke Oven Battery # 1, 2 & 3 quenching pond, diversion of drinking water line at Coke Oven Battery # 5 etc. have been taken up.
- At RSP, Rain Water Harvesting systems installed at four places.
- At SSP, water conservation measures like, CRM water recycling, usage of treated effluent in ASTP for floor washings etc. have been implemented.
- At CFP, treated effluent is used in GCP, quenching of hot metal, water spraying on roads.
- At Kiriburu Iron Ore Mine, system for recovery & recycling of clear water from the Tailing Pond has been installed. Clear water from the Tailing Pond is reclaimed and pumped back to Ore Processing Plant, which not only resulted in reduction in fresh water consumption but also reduced discharge of overflow from the tailing pond.

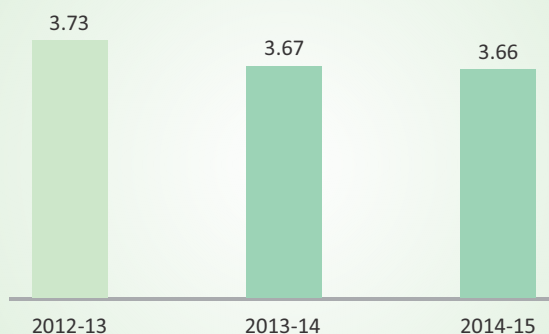


Pond at Chiria Mine

Re-circulation of overflow water at BSP Mine

Dalli (Mech.) Mines of BSP has successfully carried out re-circulation of overflow water to the tune of 42.682 lakhs m³ from Hitkasa Tailing pond. This will go a long way in conserving the water as well as reduce the water pollution by preventing discharge into local water bodies.

Specific Water Consumption for SAIL Plants (m³/tcs)



All Plants and Mines of SAIL are strategically located to ensure availability of surface water. The water withdrawal for the operations of SAIL has not significantly affected any of these surface water sources.

EFFLUENT MANAGEMENT

In an effort to preserve the water quality, Plants and Units are meticulously operating effluent treatment plants for maintaining quality of effluent discharged as the same can have detrimental effect on the ecology of the local biosphere as well as on the natural resources and water bodies. SAIL has always shown its commitment to strictly monitor the water discharged from its operations and treat the water adequately so that the quality of water conforms to the various standards. This goes a long way in conserving the local environment and natural resources.

Effluent discharged by ISPs during three years

	2012-13	2013-14	2014-15
Quantity of Effluent discharged (Mm ³)	31.74	30.26	30.31

Quality of effluent discharged from all the Plants were well within the norms, for all the parameters, during the year.

Effluent Quality of five ISPs during the year

Unit : (mg/L except pH)

Parameters	pH	SS	BOD	COD	Phenol	Cyanide	Oil & Grease	NH ₃ -N
Norm	5.5-9.0	100	30	250	1	0.2	10	50
BSP	7.4-8.1	38-62	9-23	47-76	BDL-0.21	BDL-0.11	1.2-2.8	1.2-11.0
DSP	7.3-8.4	6-27	10-25	118-144	0.15-0.46	0.03-0.19	1.0-3.5	4.0-37.0
RSP	7.3-7.8	16-54	7-10	14-53	0.06-0.25	0.07-0.09	2.0-3.0	8.6-23.1
BSL	6.0-8.2	18-44	5-14	32-92	0.005-0.196	0.005-0.029	0.16-0.93	0.34-3.42
ISP	7.7-8.3	10-32	1-13	9-35	BDL	0.005-0.031	1	0.004-4.1

Effluent Quality of SSPs during the year

Unit : (mg/L except pH)

Parameters	Norm	ASP	SSP	VISL	CFP
pH	5.5-9.0	7.4-8.7	7.3-8.7	7-8.0	7.5-8.2
Suspended Solids	100	8-69	4-40	15-52	44-68
BOD	30	5-9	2-3	3-4.2	12.7-18
COD	250	5-42	8-112	3-5	128-161
Fluoride	2	<0.2	0.15-0.5	<0.02	--
Iron	3	<0.3	0.01-1.66	0.4-1.1	0.4-1.05
Oil & Grease	10	<1-6.8	1	BDL-0.3	<4

30 MLD STP at BSP

(G4-DMA (Effluents & Waste))

WASTE MANAGEMENT

With growing demand as well as scarcity of energy and raw materials and to keep pace with environmental legislation and regulations in the present scenario, solid waste should be treated as one of the potential resources in the steel industry. A zero waste approach should be considered so as to conserve raw materials. The extent of solid waste reduction, reuse, recycling and restoration to approach a zero waste operation is really a challenge to the steel industry today.

SAIL is committed to the policy of 4Rs (reduce, recover, recycle and reuse) across its operations. In the iron and steel making process, a large quantity of wastes and by-products are generated. These by-products include slag, dust, sludge, used firebricks etc. Slag which accounts for the majority of by-products, is almost entirely utilized. Blast Furnace slag is used for cement making while BOF slag is recycled as raw material for sinter making and also used as material for road base, civil engineering work, soil improvement, fertilizer, etc. With persistent efforts, the Plants of SAIL have achieved around 85% solid waste utilisation, with around 32% internal recycling of solid waste during the year 2014-15. Moreover, by-product gases like Coke Oven gas, BF gas and LD gas are used as fuels at the different shops of the Plants. Used oil is sold to the registered recyclers.

The Company does not transport any type of waste, whether hazardous or non-hazardous outside India. There were no significant spills during the reporting period.

With an approach towards reuse and recycle, SAIL Plants have taken several initiatives for maximizing the utilization of solid waste generated at various operations. A few of these initiatives are listed below:

Jointly with SAIL and the South Eastern Railways for utilization of weathered LD Slag as rail track ballast - A project taken up at BSL

The physical properties of weathered LD slag meet the requirement for use as ballast in the railway track. Bokaro Steel Plant is in the process of conducting field trial at the Bokaro Rail Yard with the South Eastern Railway, for establishing the same. It is believed that success of the initiative may open a new horizon for gainful utilisation of LD slag.

"Laboratory Scale Study for Development of Technology for Dry Granulation of LD/BOF Slag (Hydro-mechanical study)" - A project taken up under R&D Master Plan of SAIL

In this approach, molten LD slag is atomised under centrifugal forces on a spinning disc and the droplets generated are quenched and quickly solidified using air. This process is under research stage all over the world. SAIL and IIT Kharagpur, are conducting lab scale study and synergising their efforts for achieving success in this field.

Solid Waste Generation and Utilisation for ISPs (T)

Type of Waste	Generation	% Utilization
BF slag	5,783,724	87.59
LD BOF slag	1,541,990	83.92
THF slag	145,701	0.00
BF Flue dust	137,517	73.10
BF Sludge	93,499	3.35
LD/BOF Sludge	111,347	65.72
Mill scale	259,108	98.80
Lime/Dolo Fines	249,781	95.60
Refractory Wastes	35,735	91.93
TOTAL	8,358,402	84.52

Solid Waste Generation and Utilisation from Units for 2014-15

(in tonnes)

CFP	Generation	Utilization
Fe Mn Slag	0	84,920*
Si Mn Slag	64,769	2,235
Mn Ore Fines	9,952	19,390*
Coke Fines	7,257	4,912
Quartz Fines	645	0
Flux Fines	66	0
Iron Ore Fines	740	0
GCP Sludge	7,812	1,740
TOTAL	91,241	113,197

VISL	Generation	Utilization
BF Slag (Granulated)	25,194	6,344
Coke Breeze	4,111	1369
BF Flue Dust	1,371	0
BF Sludge	680	0
BOF Slag	6,881	0
BOF Sludge	615	0
Iron Ore Fines	34,875	20,902
Refractory Waste	562	287
TOTAL	74,289	28,902

SSP	Generation	Utilization
ASTP Sludge	1,062	0
Diatomaceous Earth	32	0
ARS Metal Oxide Powder	421	0
SGL Swarf	38	125*
Boiler Ash	1,549	0
Steel Shot Dust	66	860*
Mill Scale	4,747	125
SMS Slag	45,166	3,356
EAF Dust	2,939	0
AOD Dust	3,085	0
Grinding Swarf & Dust	230	0
Bag house Dust	55	0
Caster Scale Pit	89	0
Waste Scrap	7,090	0
TOTAL	66,570	4,466

ASP	Generation	Utilization
EAF/AOD Dust	270	347*
EAF Slag	2,761	0
Grinding Dust	510	324
Mill Scale	1,804	7,792*
Refractory Bricks	605	433
TOTAL	5,950	8,896

Solid Waste Generation from Mines

	2014-15
BSP Mines	
Overburden & Subgrade Ore	6,715,171
Tailings	757,158
RMD Mines	
Overburden & Subgrade Ore	11,019,000
Tailings	342,000
VISL Mines	
Overburden & Subgrade Ore	NIL
Total	1,88,33,329

* utilization from stored quantity

Hazardous Waste Generated at ISPs (T) for 2014-15

At SAIL plants, inventorisation and quantification of the hazardous wastes have been done and the identified wastes are being handled and disposed as per the Hazardous Waste (Management, Handling and Transboundary Movement) Rules, 2008. SAIL believes that proper collection as well as disposal of hazardous waste is highly desirable as its mis-management can be detrimental to the environment severely.

Plants/Units	Generation
BSP	5,252
DSP	4,917
RSP	1,600
BSL	4,699
ISP	82
Total	16,550

MATERIAL MANAGEMENT

SAIL is focused on optimal utilization of raw materials. It has accordingly aligned its policies with due initiatives in this respect. This has resulted in reduced material consumption and enhanced recycling of waste. The following two tables furnish a consumption pattern of raw materials at SAIL's various plants, recycling of steel scrap and use of other wastes generated within the operational units

Raw Material Consumption (MT) in SAIL for 2014-15

Iron Ore (Lumps + Fines)	Coal	Dolomite	Limestone
24.21	15.03	3.14	3.81

Explosive Consumption (T) in SAIL Mines

2012-13	2013-14	2014-15
4,972	5,539	5,586

The Company believes that the preparedness of the industry to recycle the steel scrap shall shape the future of business and has hence taken effective steps to ensure maximum recycling of internal scrap. The scrap generated within the operational units is completely recycled, and some other wastes are reused in the Sinter Plants, Blast Furnaces and Steel Melting Shops.

Scrap Utilization (T) in SAIL ISPs for 2014-15

Scrap Utilization	BSP	DSP	RSP	BSL	ISP
Scrap Used at BF	55829	108975	NIL	81002	NIL
Scrap Used at SMS	772863	193210	243448	428970	9938



High Capacity Dumpers at Meghahatuburu Mine

LEAVING NOTRACE – ECOLOGICAL RESTORATION

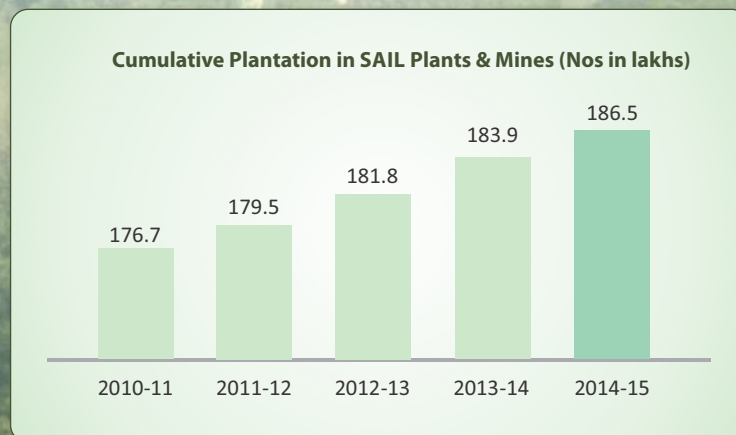
SAIL promotes localized efforts to limit the beheading effects of deforestation on our ecological balance. To reiterate the importance of green cover at all our operational sites, the Company instituted extensive afforestation programmes in all the Plants and Mines over the years. Adequate care is taken to choose the appropriate species of plant suitable to the local geographical conditions on the basis of availability and prevalence of local species, soil characteristics, water availability and prevailing meteorological patterns. In addition to improving the aesthetics of the facilities this programme also improves watershed management, soil protection, erosion control, landslide stabilization and develops windbreaks.

None of the operations of SAIL are in the vicinity of protected areas. There are no IUCN red list of national conservation species with habitats in the areas of operation.

SAIL Plants and Units have taken up massive plantation programmes using scientific methods to develop green belts, parks, clean and green surroundings, tree lined avenues and townships.

During the year 2014-15, 2.64 lakh saplings were planted in and around the plants and mines. Over 186 lakh trees have been planted since inception.

SAIL is also focusing on carbon sequestration through its afforestation programmes. A project has been taken up at the Rourkela Steel Plant in collaboration with the Tropical Forest Research Institute (TFRI), Jabalpur. The project will span over a period of more than 5 years. Till now a vegetation survey has been conducted and 12 indigenous tree species have been identified for the pilot study. Soil samples have been collected from different locations for analysis and monitoring of atmospheric CO₂ has been introduced at several locations across the site.



SAIL is executing a Sustainable Development Project on “Biodiversity Conservation & CO₂ Sequestration at Bolani Ores Mines” over and above the stipulated legal requirements. This ecological restoration project, planned for three years, has been initiated with the central objective of restoring ecosystem functions and services in the selected area, with a larger view of enhancing the sustainable livelihood of the local people. In 2014-15, over 1.36 lakhs of saplings of different native tree species have been introduced in the experimental sites.

In order to maintain the restored ecosystem, SAIL has engaged the ‘Centre for Environment Management of Degraded Eco-system’ (CEMDE) for a period of five years to achieve the objective of Sustainable Development at Purnapani.

Land Area of Mines				(In Ha)
	Lease Area	Land for mining	Waste Dump Area	Waste dump rehabilitated
RMD Mines	15,038.14	3,807.76	238.93	143.70
BSP Mines	6,608.01	1,192.50	268.80	156.00
VISL Mines	44.57	22.05	3.75	4.35

ENVIRONMENT MANAGEMENT SYSTEM (EMS)

Implementation of EMS, which is essentially a voluntary initiative, has become an effective tool in SAIL towards protection of the environment. It has helped the Plants and Mines to ensure that their performance remains within the regulatory requirements, and also to keep ahead of more stringent regulations which might be introduced in the future. Apart from this, ISO 14001 accredited units have been able to minimise environmental liabilities, maximize the efficient use of resources, reduce wastes, build awareness of environmental concern among employees, improve environmental performance through more efficient operations and demonstrate a good corporate image. In addition to the Plants and Mines, the Warehouses under CMO have also been accredited to EMS-ISO:14001 Standard.

SAIL Units accredited to EMS -ISO 14001

Plants/Units	Certification Status
BSP	Entire Plant & Township
DSP	Entire Plant
RSP	Silicon Steel Mill, Sinter Plant-II, Hot Strip Mill, Plate Mill, ERW Pipe Plant, SW Pipe Plant, Special Plate Plant & RSP Township and Environment Engineering Department
BSL	Entire Plant
SSP	Entire Plant & Township
VISL	Entire Plant
CFP	Entire Plant
CMO	Faridabad, Dankuni, Kalamboli, Chennai, Hyderabad, Ahmedabad, Ghaziabad Delhi & Vizag Warehouses
T&S Organization	BTSO Vizag
MINES	
Dalli Iron Ore Mine	Entire Mine
Kiruburu Iron Ore Mine	Entire Mine
Megatuburu Iron Ore Mine	Entire Mine
Bolani Ores Mines	Entire Mine
Kuteshwar Limestone Mine	Entire Mine
Barsua Iron Ore Mine	Entire Mine



Meghahatuburu Iron Ore Mine



PRODUCT



STEWARDSHIP

PRODUCT RESPONSIBILITY

Keeping in line with increasing customer demands, SAIL has continuously re-engineered its products and services to meet the evolving expectations. In addition to its existing varied product portfolio, the Company also initiated the development of special grades with new features such as earthquake resistant, light weight, corrosion resistant TMT rebars etc. These innovations have helped several industries in India while facilitating safe and reliable infrastructure development.

The strategic product stewardship initiatives at SAIL are led by the Research and Development Centre for Iron and Steel (RDCIS) by providing inputs for technology innovation, product development, cost reduction, quality improvement, energy conservation and automation to all Plants/Units of SAIL.

Increasingly, businesses and society at large are focusing attention on the origins of the materials and products they specify and use and are seeking assurances that sustainability principles and responsible sourcing have been involved in the supply chain. SAIL has Quality and Environment policies which ensure production of safe and sustainable products. The product complies with the quality norms of the Bureau of Indian Standards or with the specific customer requirement depending upon the application. SAIL also has well-established systems and procedures to ensure compliance with requirements related to product labeling, marketing, communications and customer privacy.

PRODUCT IMPROVEMENT/PRODUCT DEVELOPMENT

The Company has embarked upon a 'Master Plan for Research & Development' in order to facilitate acquisition and development of appropriate technologies for sustainable growth. In alignment with the plan, Centres of Excellence (COEs) are being created at the individual plant level to focus on various product development and improvements in collaboration with key customers and technology suppliers. The plan identifies 'demanding markets' for steel, such as steels for supercritical thermal and nuclear power generation, defense, renewable energy, high strength profiles for high rise buildings with seismic and fire resistance, as focus areas for product development. SAIL's corporate R&D set-up is an umbrella organization, overseeing both centralized R&D and the plant-level COEs.

SAIL developed 24 new products required by the various sectors crucial for growth and development of the Indian economy like, construction, railways, defense, etc. Steel is also used for manufacturing of products such as vehicles wherein there are many opportunities available for reducing the weight. Recognizing this, the Company has channeled its research capabilities to come up with higher strength steel products which are light in nature, thus facilitating significant reduction in environmental impacts during their usage phase. SAIL also continuously interacts with its customers through customer feedback systems as inputs for product development with a view to improve customer satisfaction.

Development of High Strength Naval Vessel Grade Steel

For the first time in India an attempt was made for industrial scale production of DMR 249BK, at Alloy Steels Plant, Durgapur for application in naval warship vessels. This specialized grade of steel finds application in bulbar which are asymmetric cross-sections for use as stiffeners in warship construction. DMR 249BK is an indigenous steel grade, a modified version of DMR 249B developed by DMRL, DRDO for higher than 30mm thickness steel products application in naval warship vessels. The steel is characterized by combination of high strength and low temperature impact toughness. In order to achieve these properties, the steel has been designed with high alloy content mainly consisting of Ni, Cu, Mo & Mn and the properties have been achieved on laboratory scale at DRDO.

PRODUCT AND SERVICE LABELING

Quality and transparency are the two key tenets in the success story of SAIL. The SAIL website provides detailed technical product information containing details on grade, size and application for public access. All the specifications for physical dimensions, chemical composition and technical delivery conditions for the associated specifications are strictly adhered to during production and dispatch of various products manufactured by SAIL. Test certificates are also issued along with the deliveries to the customers for ease of identification of material and quality assurance. There was no reported incidence of non-compliance with respect to regulations and voluntary codes concerning product and service information and labeling.

BRAND MANAGEMENT

Managing brands in today's inter-connected and complex business environment is challenging. Brands are affected by heightened competition, regulations, supply chain issues and manufacturing costs, while requiring constant advocacy and reputation management. For companies to manage this plethora of internal and external factors across multiple geographies, brand management practices need to be resilient, responsive, growth-oriented and future proof.

The Corporate Affairs Division of SAIL is engaged in the corporate brand management for SAIL along with support from the Central Marketing Organization for product and service branding. The SAIL dealers are crucial points of dissemination of branding initiatives due to the mass outreach and the large volume of sales at their outlets.

CUSTOMER SATISFACTION

In the competitive landscape of the Indian Steel industry, it is imperative for companies to focus their efforts on customer satisfaction, which is directly linked to the company's profits. The Company highly values its customers whose patronage has earned SAIL its commanding position in the market.

The responsibility for reaching out to the customers has also been entrusted to the Central Marketing Organization (CMO), which conducts a market survey annually and makes forecasts with respect to customer groups and market segments to be served by SAIL and communicates the same to the Plants. Key Account Management (KAM) is SAIL's customer relationship management which captures the specific requirements of key clientele and these requirements along with the customer feedback are reviewed monthly in the Plant-CMO meetings.

The production schedule is finalized based on the output of the Plant-CMO meetings and the customer orders are released by CMO accordingly. Customer satisfaction is assessed continuously through the measurement of Customer Satisfaction Index (CSI) which is collected half yearly from all key accounts through personally administered feedback forms which include various parameters related to quality, supply and service. Average CSI Index for both LP & FP Group as regards to five integrated SAIL Plants is around 96 % on a scale of 100%. In addition, direct Customer contacts are held by CMO's field set up as well as executives of different levels.

Long Rails at BSP

CUSTOMER HEALTH AND SAFETY

In line with its commitment to offer the highest level of service to its customer, the Company develops and uses best practices and procedures to achieve and maintain high standards of customer health and safety. There are no identified health risks associated with the products, however, material handling is a safety concern for the customer and use of safety appliances is mandated in the warehouses. All of SAIL's products conform to applicable regulations and standards as prescribed by the Bureau of Indian Standards. There has been no incidence of noncompliance with respect to regulations and voluntary codes concerning health and safety impacts of products and services during their lifecycle.

COMMUNICATION

The focus of the Corporate Communications activities has been proactive and is on structured image building exercises of SAIL. Dissemination of information to the desired target audience through effective means of communications to stakeholders such as press releases, press meets, one on one interaction with media personnel etc. has strengthened the company's image amongst key stakeholders. SAIL has continued to emphasize on reaching out to its target audience, both in rural and urban areas through its radio campaign, advertisements in print media and through specialized product brochures. SAIL received an enthusiastic response from retail investors in the stake sale of SAIL, which was oversubscribed 2.5 times and is a record for retail participation in any OFS.

SAIL has also been recognized as an important player in nation building and is poised to play an important role in Hon'ble PM's – "Make in India" initiative. The prestigious events – "Dedication to the Nation of the modernized & expanded Rourkela Steel Plant and the IISCO Steel Plant by Hon'ble Prime Minister – Shri Narendra Modi" have further strengthened brand image of SAIL. These events have featured in all forms of media in India and abroad such as print, electronic, online and social media (viz. twitter and Facebook). These high visibility events have enhanced brand reputation of SAIL.

A 'Swachh SAIL, Sundar SAIL' campaign was launched in support of the 'Swachh Bharat Abhiyan' programme initiated by our Hon'ble PM. The company has developed collaterals for circulation like diary, calendar, flyers, posters etc. to sensitize the employees to the objectives of the initiative.

The multidimensional approach followed by the company has ensured that information relating to the company reaches the target audience in a cost effective manner. SAIL selectively identified and participated in specialized exhibitions & events throughout the year. These include the India International Trade Fair-IITF, Vibrant Gujarat, and Indian Conference of Mining & Metallurgy among others. The Company has also undertaken sponsorship of important events and promising sports persons. SAIL sponsored Wrestlers - Yogeshwar Dutt & Sushil Kumar, who won gold medals for our country at the Commonwealth Games held in 2014. Yogeshwar Dutt also won a gold medal at the Asian Games in 2014.



SAIL at India International Trade Fair

The SAIL website with its new look, user friendly set up & regular updations, is a credible source of information for our stakeholders. Additionally, important events are featured on the website via live feed. The company's corporate newsletter – eSAIL News plays a key role in building relationships between employees and management and has a great impact on employee motivation and engagement. The redesigned eSAIL News, carrying important activities of the Company, is brought out on the first of each month. Continuous efforts have been taken by the Company to further engage and interact with employees through written collaterals by the management, face to face interactions, video conferences, in house television, newsletters, web alerts, portal & intranet alerts etc. This has helped the Company leverage on its position as a brand of trust, leadership and quality.

MEDIA RELATIONS

In today's era of enhanced accountability, the interrelationship between efficient media relations, top rated corporate reputation and sales performance has become very prominent. The Chief of Corporate Affairs, the official spokesperson of the Company, regularly liaisons with key media houses to build a rapport to communicate the organization's goals, ideas, intent and newsworthy events. All the key stakeholders of SAIL are continuously apprised of the company's

communication through different channels of engagement such as press releases, press meets and personalized interactions with the regional, national and international media. Key highlights of SAIL's annual achievements such as, milestones for Company's MEP, production and sales records, development of value added products, engaging our customers, etc. were some of the news items that generated positive coverage for the Company.

ON – LINE PUBLICATION AND DATA PRIVACY

SAIL honours its responsibility to protect the information collected in the course of its business, from customers, employees, contractors, shareholders and other individuals, and strives to maintain the confidentiality of such sensitive information. SAIL's corporate policies around data privacy, confidentiality and security are designed to maintain the trust of the individuals and organizations who share the information. The digital version of all PR publications has been initiated at all the units of SAIL.

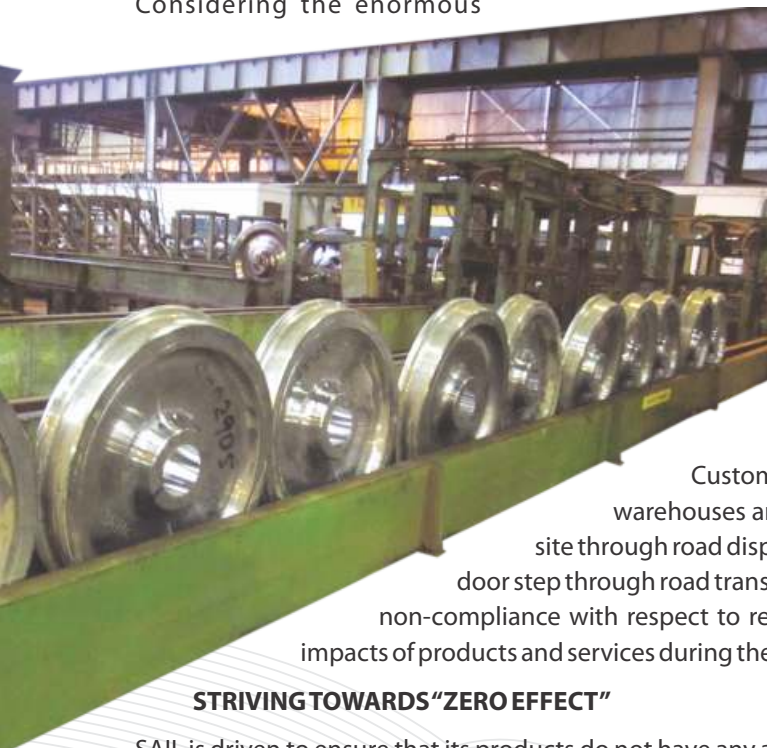
No incidents have been reported regarding non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship. No complaints have been received regarding breaches of customer privacy and loss of customer data. SAIL has not been imposed with any fine for non-compliance with laws and regulations concerning the provision and use of products and services during the



year 2014-15.

MANAGING THE SUPPLY CHAIN

Organizations alone cannot achieve sustainability and are dependent upon their relationships with their suppliers to improve their environmental, social and economic performance. Stewardship is a principle that calls on all those involved in the product lifecycle to share responsibility for maximising the value and minimizing any negative impacts across commercial, social and environmental attributes that result from the production, use and disposal of the product. Stewardship needs to be an integrated program of actions aimed at ensuring that all materials, processes, goods and services are managed throughout the life cycle in a socially and environmentally responsible manner. SAIL has always been conscious of its responsibility towards environmental conservation even outside its operational boundaries. Considering the enormous



amount of raw materials and finished products being handled as a result of its activities, SAIL has always given preference to transportation through rail over roads. While on one hand this has improved operational efficiency resulting out of meticulous planning, on the other hand, rail transportation being environmental friendlier option has helped minimise the impact on environment.

Bulk of raw materials arriving at the Steel Plants is received by rail while the finished products are dispatched from the Steel Plants of SAIL, mainly by rail, either directly to customers or to respective Warehouses for stocking and sales to the final Customer(s). Small quantities of road movements also take place from Steel Plants directly to Customers, to supplement rail dispatches. In addition, dispatches from warehouses are also organized for Customers who require deliveries at their site through road dispatches. A number of dealers are also delivered materials at their door step through road transportation from the warehouses. There has been no incidence of non-compliance with respect to regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle during the year 2014-15.

STRIVING TOWARDS "ZERO EFFECT"

SAIL is driven to ensure that its products do not have any adverse effect on the environment. Steel, as a product does not have impact during its use. However, SAIL has assessed both its product as well as associated services in this regard. In order to mitigate environmental impacts of services, certain measures have been taken and till now 9 no. of warehouses have been accredited with ISO 14001. Such measures include maintenance of proper road and hardstands, adequate plantations, conversion of vacant plots into flower gardens, use of CFL Bulbs, hygienic toilets, rain water harvesting mechanism, DG Sets with acoustic covers etc.

All handling equipment are periodically checked and maintained to ensure a healthy & safe environment within warehouses. Packaging materials are usually dispatched to customers along with consignments in packed condition. However, packing materials retrieved from finished products dispatched in loose conditions, are disposed-off sustainably from warehouses from time to time. No significant negative environmental impact is noticeable in supply chain except for pollution resulting from deployment of vehicular traffic like trucks & trailers in the warehouses. All vehicles are duly checked for compliance with respect to pollution control.



SAFE
WORKPLACE

CREATING A SAFE & HEALTHY ENVIRONMENT

SAIL, as a part of its philosophy, gives due importance to maintaining a healthy & safe working environment and prioritises the safety of its stakeholders. Safety is monitored at the highest level of management i.e. Board/Board Sub-committee level and all relevant issues are discussed as first item in all appropriate forums. SAIL has a well-defined approach towards Occupational Health & Safety (OH&S). In alignment with this approach, individual SAIL Plants are having their own OH&S policy. All efforts are directed in line with company's Safety Policy and the objectives are pursued in a consistent manner through well-established OH&S management programmes. Due care is taken to ensure safety of people and processes by using state-of-the art technology. Specific thrust is given to the Safety issues involved during execution & commissioning of the projects; which yields significant end results in terms of safety performance.

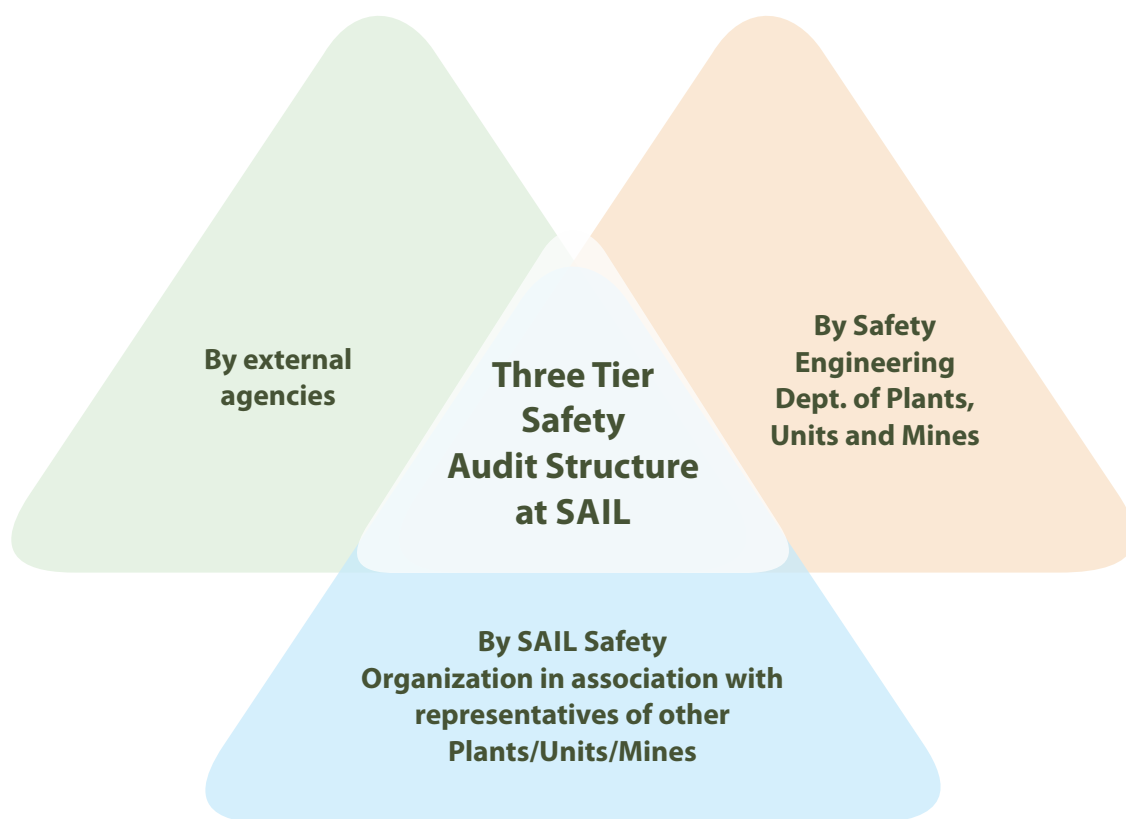
Uniformly concerted efforts through participative approach are undertaken in controlling the OH&S risks involved in the steel making process, be it a regular or contractual employee across the hierarchy, visitors & vendors to the premises as well as the society at large. Strategic initiatives and periodic drives are jointly undertaken to sensitise the employees on the need for implementation of safe and healthy work practices. Responsible involvement of top management, trade union representatives & employees are demonstrated through active involvement in the bi-partite forums like Central/ Apex Safety Committees, Departmental Safety Committees etc. These committees meet regularly to discuss & deliberate all issues pertaining to safety, health & welfare of the employees in a collaborative manner for consistent enhancement of the OH&S standards. The committees help in monitoring & review of promotional activities undertaken and are associated in the effective deployment of occupational health and safety programmes.

Joint Committee on Safety, Health & Environment in Steel Industry (JCSSI) is a unique National level bipartite forum consisting of members from national trade unions and from Steel Plants & Units, management representatives as well as experts from related areas like NSC, RLI etc. It consists of representations from Central Trade Unions and management of 21 major steel producers including consultants. Set up in 1973, this apex bipartite forum plays a key role in improving the standards of safety, health & work environment. Some of the functions of JCSSI include:

- Study causes of accidents and exchange views on remedial measures.
- Monitor major issues on Safety, Occupational Health & Environmental pollution.
- Spread awareness among members through sharing of best practices in Safety, Health and Environment by organising seminars, meetings, workshops etc.
- Encourage and promote workers participation in Safety, Health & Environment.
- Print and publish material like booklets, manuals, films etc. on safety, health & environment.

Significant improvements have been made in the standards of safety and occupational health at workplace by establishing systems, procedures & improved work practices in place. Wholehearted involvement of management as well as workers is ensured for effective health & safety drives / campaigns. The views of bi-partite forums are considered while revising the Hazard Identification and Risk Assessment (HIRA) documents and Occupational Health and Safety Policy of the organisation. To ensure safe & healthy work environment, both management and workers' representatives reiterate their commitment to develop, promote and enforce the best standards for safety, occupational health and environment protection and maintain specified standards of OHSAS 18001, ISO 9001 & ISO 14001. The company has signed an MoU with National Safety Council, Mumbai for collaboration in the area of Safety audits, training etc.

Due emphasis is laid upon the preparation and adherence to safe commissioning procedures for new and upcoming facilities, identification of all types of hazards and evaluation & control of work related risks for adoption of proactive strategies, strict adherence to properly developed protocols and SOPs/ SMPs/ SWPs, organising training on Fatality Risk Control and Behavioral Based Study for minimizing risk.



SAFETY / SURVEILLANCE AUDITS CONDUCTED DURING 2014-15

- Safety Audits by SSO in BSP (Coal Chemicals Deptt., Acetylene & Propane Plant, EMD & Project Construction area), DSP (Traffic Department, Oxygen Plant, EMD & BF), BSL (EMD, By-Product Plant, CRM Complex, Foundry, Oxygen Plant & BF Complex), RSP (SMS-II & New Plate Mill), ISP (Pre-commissioning audits in BOF & CCP and BF), ASP (SMS & CCS), RMD (Kuteshwar Mine), Collieries (Ramnagore).

Comprehensive Safety Audit carried out by external agencies

- by National Safety Council at BSP, DSP, RSP, BSL, ISP, ASP, CFP, RMD (Gua Ore Mines)
- by RLI, Chennai at SSP, VISL
- by M/s Kratin Solutions at all Mines under RMD
- Surveillance / re-certification audits under OHSAS by M/s TUV and M/s DNV.

SAFETY SETUP IN SAIL

SAIL Safety Organisation (SSO) coordinates and monitors the operational and fire safety activities at Corporate level. In each Plant/ Unit of SAIL, full-fledged Safety Engineering Department (SED) with infrastructural resources functions to ensure operational safety & fire prevention related aspects. SEDs periodically undertake awareness generation drives and campaigns in respective Plant/Unit. Departmental Safety Officer & Safety steward / captain in each department / shop ensures adherence to laid down standards & safe working procedures.

MANAGEMENT COMMITMENT

The Company is committed towards preventing occurrence of accident in Plants/Units/Mines. Safety performance is being monitored at the highest level of management i.e. Board, Chairman and Directors' level as well as by the Chief Executives of respective Plants & Units.

SYSTEMS AND PROCEDURES

Statutory rules and regulations are duly adhered to and SOPs, SMPs & WIs are formulated which serve as vital guidance document. These documents are reviewed and updated in accordance with changing requirements. For hazardous & critical jobs involving multiple agencies, systems like Permit to Work and Protocol incorporating safety provisions exist which are monitored for strict adherence. During all major capital repairs/ shut down jobs, extra precaution is taken through safety surveillance & intensive monitoring for ensuring safe completion.

WORKERS PARTICIPATION IN SAFETY MANAGEMENT

Health and safety committees with joint representation of management & workers facilitate a positive health and safety culture. 100% employees are covered by the formal joint management-worker health and safety committees at Plant/Units and are consulted and communicated on Health & Safety issues. These committees are generally called for meeting once a month in all departments. All issues related to health & safety, such as the organisational commitment, maintenance of good health, safe work environment, welfare of employees, security of plant, etc. are discussed thoroughly. All the contractual workers are imparted safety and work environment related training before deployment.

TRAINING & EDUCATION

Awareness and capacity building are critical components of an effective safety strategy. Continuous education, training, counseling, prevention and risk-control programmes are organised for workforce members, their families and other communities to equip them with required knowledge & skills. Various types of training/ workshops are organised for educating all concerned regarding first aid, occupational hygiene and health, stress management, preventive care for occupational diseases, awareness on HIV/ AIDS etc.

Area specific workshops are conducted and job specific safety training is imparted to the workers. Safety related information is also broadcast through local TV network at Plant townships. Training on safety is also imparted to the Central Industrial Security Force (CISF) deployed for ensuring security in and around the Plants. In addition to the training on security practices, occupational health and safety related training is also provided to the other security staff. All CISF personnel are trained on Human Rights aspects at their individual training camps as per standard training procedure of Government of India (GoI) for security personnel. As a result of these efforts, SAIL has developed safe & healthy working environment for all its employees and those living in the neighborhood of its installations.

Periodic review of safety performance is made at top management level of respective plants/ units as well as centrally at Organisation level through scheduled meetings by the Heads of Safety and Heads of Fire Services of all SAIL Plants & Units.



Mock Drill at VISL

SALIENT GOOD SAFETY PRACTICES :

- SSO Information Portal (accessible through SAILNet by all Plants/ Units of SAIL) launched and updated on regular basis covering salient areas like education & training, job protocols, technical specifications of PPEs, useful publications etc.
- Emphasis given on updating existing standards and developing new standards under IPSS 1:11 to enhance safety at workplace.
- Coordinated comprehensive safety audits at plants/ units through National Safety Council, RLI etc.
- Specialized Training programmes conducted on HAZOP Safety, Chemical Safety and Project Safety Management at MTI & HRDC, BSP.
- Gas safety awareness programme for senior executives followed by SAMEEKSHA on Gas Safety hazards
- Special gas safety training module with practical demo and hands-on developed
- Special drive taken up to stop plying of heavy vehicles during shift change hours
- Special 'On-the-job' training programmes are being conducted for contractual workmen at site before starting of jobs and necessary Do's & Don'ts explained.
- Zero accident recognition scheme, Annual Housekeeping competition & Safety Championship Scheme implemented to improve safety and housekeeping
- Cleanliness competition organized in connection with 'Swachh Bharat Abhiyan'.



- Increased frequency of mock drills for different type of emergencies.
- Organised a mock drill on chemical industrial disaster with BSP, CISF & NDRF
- Disaster Management Institute, Bhopal engaged for updation of Disaster Management Plan and also for conducting HAZOP study of GCPs, Coal Chemicals Plant, EMD etc.
- Professionals from reputed institutions conducted extensive safety training for Line Managers & ATTs.
- Daily Safety Talk for Regular & Contractors' workers by DSO & Personnel department in the morning / start of the job.
- Leaflets on Gas Safety, Road Safety & Electrical Safety published and distributed.
- HAZOP study of Gas Network carried out by team of executives.
- Maintained wipers, AV alarms, horns, fog lights & sunglasses in dumpers during monsoons
- Use of CCTV cameras
- Radium tape fixed on trees/ pillars on both sides of haul road as well as approach road
- Emphasis on 100 % usage of PPEs at all locations.
- Fire-fighting training programme with the help of fire brigade.
- Video shows on 'Safe Material Handling' and 'Safe Driving' to spread safety awareness.
- Monthly meeting with handling contractors and supervisors for 100 % usage of PPEs at all major warehouses.

OCCUPATIONAL HEALTH MANAGEMENT

SAIL has set benchmarks in the area of OHS and has established full-fledged OHS Centres with modern healthcare equipment at its all plants & mines. OHS centres work towards improving workers' health by covering 100% employees under OHS programmes. The multi-disciplinary, multi-dimensional OHS centre of the Bhilai Steel Plant has emerged as the National OHS Centre for SAIL and functions as a Central Nodal Agency to monitor occupational health activities in different SAIL units. Health Information System (HIS) is effectively utilized as an important tool which includes organized collection, compilation, analysis, retrieval and dissemination of information.

To provide comprehensive health care; preventive, curative, promotive and rehabilitative health services are being rendered through an integrated approach. A conducive work environment is provided through compliance to the requirements of OHSAS 18001 & SA 8000 certifications.

AVAILABLE INFRASTRUCTURE

Preventive: Occupational Medicine Clinic, Periodical Medical Examination, Industrial Hygiene Survey setup, Computerized Health Information System (HIS).

Promotive: Awareness programmes, Training on Industrial Hygiene and First Aid, Stress Management, AIDS Control, Life Style Diseases, Special programmes for working women, Celebration of Special Days.

Curative: General OPD, Pharmacy, Plant casualty services with Disaster Management facility. Round the clock Ambulance services, Eye wash Fountains, Minor OT.

Rehabilitative: Disability assessment following any work injury through Disability Medical Board (DMB). Redressal of complaint cases from work places / departments, Job rotation based on deviation found in medical examination & recommendations of DMB being implemented by redeployment committee, follow up & feedback documented.

Facilities: Lung Function Test, Biochemical investigation, Clinical Pathology, Digital X-Ray, Vision Test, Health Education & Training, OHS Library, ECG, Psychology, Health Information System, Audiometry etc.

Special Days like World Health Day, Occupational Health Day, AIDS Awareness Day, World TB Day, Doctors' Day are celebrated to promote awareness on health issues up to the grass root level including contractual workforce. Specialised programmes are also organized for regular and contracted female employees.

SALIENT ACTIVITIES UNDERTAKEN BY THE OHS CENTRES

- Upgraded NOHSC website is used to inform the employees about related OHS activities
- OHS personnel took part in First Aid demonstration, Mock Drill, Gas Safety, Stress Management, Medical Boards for Pre-employment, Rehabilitative, Disability, Job Rotation, Emergency, long unfit, Job Assessment review etc.
- Periodical Medical Examination, Pre-Employment Medical Examination, Pre-Retirement Medical Examination, Employee Wellness Programme & Vision Conservation Programmes, Tests on Audiometry, Pulmonary function, ECG, Chest X-ray for all employees
- Occupational Hygiene Surveys for Dust, Noise, Heat, Radiation, Illumination etc.
- Urine phenol estimation & pathological tests for the employees of Benzol Rectification & Recovery Plant.
- Work Physiology Activities covering Pulmonary Function Test, ECG, Energy Expenditure Study, Maximum Oxygen uptake
- Industrial Psychology covering test for Personality, Stress Assessment, Identification & counseling of Stressed persons and follow up etc.
- OHS centre equipped with multi-channel oxygen facility for oxygen therapy to combat gas exposure
- Health education Programmes/ workshop on Modular First Aid, Work place hazards & prevention, Stress Management, Diabetes Mellitus, Hypertension, Cancer, AIDS Awareness, Occupational Health Hazard Disease & prevention, Safe

physical work environment, Hygiene, Life Style Diseases, Women's Health, Chemical Burn and other Burn injury management, Food & Personal Hygiene, Aging gracefully etc. conducted in most of the OHS centres.

- Health awareness programme for Food Handlers & Health counseling to risk groups
- Peripheral activities like AIDS awareness Programmes

Occupational Hygiene aspects are taken care through work place monitoring, personal sampling, area sampling for dust, noise, heat stress, gas / chemical, radiation, illumination. Based on various surveys conducted, data analysis, hazard quantification, reporting to respective department with recommendations for control measures and follow up is made for its compliance.

Safety Statistics (Plants and Mines)

Injury Rate (per 200,000 hours worked)		Mandays Lost	
2012	0.106	2012	4,978
2013	0.086	2013	4,057
2014	0.091	2014	5,403

*Excluding Mandays lost on account of Fatal accidents

Accidents by Category (Nos.)

Year	Regular employees	Contractor worker	Total
2012	136	75	211
2013	111	71	182
2014	105	84	189

Accidents by Type (Nos.)

Year	Fatal	Reportable	Non-Reportable
2012	27	78	106
2013	28	75	79
2014	26	89	74

Total Nos. of Safety Training Imparted

Year	Total nos. trained
2012	225,315
2013	256,739
2014	205,629



Medical Tests in Progress



NURTUR



ING OUR HUMAN RESOURCE

HUMAN RESOURCES MANAGEMENT

SAIL's growth is reliant on its workforce and the organization's human resources strategy focuses on nurturing the potential of its human capital. Skilled workmen are a key component of SAIL's success story and strengthening the capabilities of this workforce contributes to the overall development of the organisation.

To provide livelihood to the local communities, SAIL advertises for job vacancies through its website and local/national newspapers. Employment opportunities at SAIL focus on inclusivity and refrain from any bias based on gender. Rewards and recognition are given where it is due and career growth is strictly based on merit. Entry level wage is uniform in SAIL across all categories, genders and locations. However, as minimum wage is notified separately by each state govt., the ratio is different for each steel Plant. The ratio of entry level wage to minimum wage for BSP is 3.34, for BSL the figure is 2.07, for RSP it is 3.40, DSP it is 2.04 and for ISP the ratio is 2.71. SAIL doesn't give employment on part time/ temporary basis. All Plants, Mines and other operations of SAIL of which employee break-up is reported are located in India.

The total number of employees in all the Plants, Units and Mines across India in 2014-15 was 93,352.

The ratio of employees in the gender category (female/male) is 6/94. The percentage of employees in minority groups is around 8.6%.

(in Nos.)

Total Employees	2012-13	2013-14	2014-15
SAIL	101,878	97,897	93,352

Employees Breakup by Type	2012-13	2013-14	2014-15
Executive	15,232	14,780	14,648
Non-Executive	86,646	83,117	78,704

Employees Breakup by Gender	2012-13	2013-14	2014-15
Male	95,996	92,285	87,931
Female	5,882	5,612	5,421

Employees Breakup by Age (yrs)	2012-13	2013-14	2014-15
<30	7,053	8,710	9,657
30-50	50,195	46,992	43,709
>50	44,630	42,195	39,986

Contractual Workers	2012-13	2013-14	2014-15
SAIL	84,320	95,829	69,961

Minority Representation	Male	Female
Minority Employees	7,183	837
Total Employees	87,931	5,421
%	8.20	15.40

2014-15			
Recruitment			
Plant/Unit	Male	Female	Attrition
BSP	488	65	110
DSP	247	24	27
RSP	299	49	63
BSL	461	44	48
ISP	599	31	232
ASP	17	1	2
SSP	6	0	13
VISL	0	0	4
CFP	6	0	1
SRU	28	3	2
RMD	158	10	15
Collieries	7	0	5
RDCIS	40	6	0
CET	37	1	1
EMD	0	0	1
CMO	14	0	10
Corporate Office	0	0	1
SAIL	2407	234	535

SC			ST			OBC			
12-13	13-14	14-15	12-13	13-14	14-15	12-13	13-14	14-15	
TOTAL	16,281	15,615	14,356	13,814	13,484	12,089	10,085	10,656	10,447

The percentage of employees by age group

Age Group (yrs)	%
Under 30	10
30- 50	47
Over 50	43

DSP re - certified for social accountability standards

SA 8000 is an international standard based on Universal Declaration of Human Rights, United Nations Conventions on the Rights of the Child and 13 Conventions of the International Labour Organization. While auditing Durgapur Steel Plant on various aspects of the SA 8000, the experts from M/s TUV expressed their satisfaction on the efforts of DSP in upholding the standards in its functioning and DSP has been re-certified to SA 8000.

CRAFTING A REWARDING CAREER

Major thrust for innovation, involvement and creative work environment for all employees is embedded in the HR policy of the Company. Ample and equal growth opportunities are provided to all employees regardless of gender, caste, religion or marital status. Whenever there is any requisite to alter the working hours, the management informs representatives of employees and the contractual workers well in advance. 3 month notice period by an employee is required prior to release on resignation. The employee is required to serve the Company during this period.



SAIL's Human Capital

The Company believes that collective bargaining is a part of an overall governance framework that contributes to responsible management. All employees of SAIL are covered by collective bargaining agreements. For carrying out collective bargaining for non-executive employees, National Joint Committee for Steel Industry (NJCS) is a unique bipartite forum which consists of representatives from major Central Trade Union Organizations and representatives from recognized unions of main Plants and management of major steels producers. All Plants/Units have recognized unions for non-executive employees. The Steel Executives' Federation of India (SEFI) - the apex body representing the executives in SAIL, carry out the collective bargaining in case of Executives. The healthy practice of sorting out and settling issues



Satisfied Workforce

through participative discussions with trade unions/workers' representatives enabled the Company in ensuring a peaceful industrial relation ambience. Bipartite forums like National Joint Committee for Steel Industry (NJCS), Joint Committee on Safety, Health & Environment in Steel Industry (JCSSI) etc. with representation from major central trade unions as well as representative Unions of Plants/Units meet periodically and jointly evolve recommendations/ action plans for ensuring a safe & harmonious work culture.

The Company understands the importance of work-life balance and has appropriate leave policies for its employees. All regular employees enjoy the Benefits like Health care, Disability/ invalidity coverage, Maternity Leave, Retirement Benefits etc. The Company provides parental leaves to all its employees and maternity leave up to 180 days and 730 days child care leave is provided to women employees. Workman engaged by the Contractors in establishments of SAIL, are covered under the ESI Benefits. SAIL has been a pioneer in providing various social benefits to its employees in the form of housing, education, civic amenities, sports & recreation and social welfare. The Company has developed full-fledged townships over the years at all its Plant locations with the modern infrastructural facilities along with premier schools, super speciality hospitals, shopping malls, multiplexes, parks, gymnasium, stadiums etc.

WORKMEN COMPENSATION

Workers' participation at different levels, right from National level up to shop-floor level, is ensured through an established system at SAIL. National Joint Committee for the Steel Industry (NJCS), which is a bipartite forum comprising of members representing both the employers as well as employees, decides wages and benefits of non-executive employees. All regular non-executive employees are covered under the purview of this collective bargaining body.

Fair dealings on labour issues are ensured by the designated Labour Welfare Officers of the respective Plant/Unit/Mines. No discrimination towards any section/category of employees is ensured by the Personnel department which regularly monitors fairness in activities and services. Freedom of Association, as enshrined under the Constitution of India and envisaged in the Trade Union Act, is also ensured. Right to exercise the Freedom of Association and Collective Bargaining is ensured in all operations in SAIL.

The Company strongly believes in protection of Fundamental Rights described in the Constitution of India. There was no recorded case during the reporting year on any violation of human rights. Regular performance and career development reviews are done for all the employees.

Communication with employees on a wide range of issues impacting the Company's performance as well as those related to employees' welfare is done in a structured manner across the Company. Mass communication campaigns are undertaken at CEO / Senior Officers' level involving structured discussion with large group of employees. These sessions help employees to align their working with the goals and objective of the Company leading to enhanced productivity and sense of belonging to the Company.

SAIL has implemented SA 8000 in its Plants & Units that takes care of various aspects related to human rights. Thus, through implementation of SA 8000, the Company communicates aspects of human rights to all its vendors & suppliers. Employees are provided training & awareness workshops on different aspects of SA 8000 pertaining to child labour, forced labour, non-discrimination, freedom of association, safe work environment and health & safety. The SA 8000 clause on child labour that includes employment of persons of age 18 and above as a precondition to partnering with SAIL, and that, in the event of any kind of violation by vendors within or outside the Company premises, liabilities for the education of the child until the completion of high school will accrue to the defaulting party. This aspect is communicated to all the vendors and suppliers during engagement with them.

Effective internal grievance redressal machinery is well established in SAIL which also addresses the issues related with human rights. Joint grievance committees have been set up at Plant/Unit level for effective redressal of grievances. Majority of grievances are redressed informally in view of the participative nature of environment existing in the Company. There are no known cases of discrimination as well as any violations of human rights in SAIL.

The Company avails the inclusive support and services of Central Industrial Security Force (CISF) for ensuring security in and around its Plants and Mines. Training on aspects of safety and human rights is duly provided to CISF personnel.

TAKING CARE

SAIL employees have always demonstrated sincere commitment towards the organization and remained true partners in its success. The Company has also considered its employees as part of one extended family and has supported them during service as well as after superannuation. Retirement plans of SAIL are based on both defined benefit plans and defined contribution plans. SAIL Pension Scheme is currently being formulated. All retirement plans currently followed are mandatory for all regular employees.

PROVIDENT FUND, GRATUITY & EMPLOYEE PENSION SCHEME

The total contribution made by the Company to SAIL Gratuity Trust upto 31.03.2015 was ₹ 3,349.09 crores. The fund size has grown to ₹ 5,061.04 crores as on 31.03.2015, net of settlement done towards payment of Gratuity. The gratuity liabilities of the employees are valued by a professional Actuary at the end of each Financial Year and based on the actuarial valuation, the contribution to the Gratuity Trust is made. SAIL has been receiving subsidy from Government of India in the form of reliefs and concessions. For the year 2014-15, this figure was ₹ 25.57 crores compared to ₹ 16.51 crores in 2013-14.



MEDICAL FACILITIES TO SERVING EMPLOYEES

The Company provides comprehensive Medical and Health care facilities to its employees and their dependants. The main objective of the SAIL Health Policy is "To promote and maintain a healthy work-force right from Induction to Post Retirement". SAIL is maintaining a huge medical setup comprising of 53 Primary Health Centres, 23 Hospitals, 7 Reproductive & Child Health Centres and 7 Speciality Hospitals. For treatment not available at SAIL hospitals, the employees (& their dependants) are referred to hospitals located pan-India as per rules and requirement.

For the city based employees and their dependents where SAIL does not have its own hospital, employees are provided comprehensive medical facilities in empanelled hospitals and they are also reimbursed medical expenditure. Total medical expenditure on employees and their dependents was around ₹ 586 crores during the reporting period.

MEDICAL FACILITIES TO RETIRED EMPLOYEES

SAIL also extends medical and health-care facilities to its superannuated employees and their spouses. The Company has also been operating a Mediclaim Scheme for its retired employees and their spouses since 1991. The premium applicable to the said scheme is highly subsidized by the Company. SAIL Mediclaim Scheme is amongst the largest group Mediclaim Schemes in India and at present it covers around 1.1 lakh members located pan-India.

LIFE COVER SCHEME

Under the NJCS Agreement, SAIL is operating a Life Cover Scheme (LCS) in lieu of statutory scheme called Employees Deposit Linked Insurance (EDLI) Scheme, 1976. The monetary benefits under LCS/ EDLI are given to the nominee of the PF member in case of death of PF member while in service.

EMPLOYEE FAMILY BENEFIT SCHEME

According to this scheme, in cases of death of an employee while in service or on account of Permanent Total Disability or termination of the services of an employee on Permanent Medical Unfitness, an amount equal to his last drawn Basic Pay + DA is paid to his/her nominee or the employee (as the case maybe), on monthly basis till his notional date of superannuation. Benefits are extended if the nominee/employee deposits an amount equivalent to his/her PF and Gratuity amount with the company. This amount is returned after attainment of notional date of superannuation.

SAIL EMPLOYEES SUPERANNUATION BENEFIT FUND (SESBF)

SAIL employees are contributing @ 2% of their basic pay plus DA towards SAIL Employees Superannuation Benefit Fund (SESBF). The SESBF Fund is managed by a Trust representing Unions, SEFI and Management.



Specialised Medical Facility



CRAFTING

PROFESSIONALS

TRAINING & DEVELOPMENT

SAIL takes great pride in its human resource capital which has constantly challenged the limits and strived for excellence. The growth and development of employees is directly linked to Company's performance. SAIL believes that training facilitates the development of employee knowledge and skills so that the resultant growth of competence contributes to attainment of organization's goals and objectives.

A systematic and thorough analysis across the organization is made with regard to current level of skill and competence of the employees in various positions vis-à-vis the required skills for higher performance. The work profiles of all the roles are analysed and gap between the job requirements and employee skills are identified for development of training programmes. Customized programs that target specific workgroups and skill sets have helped deliver effective training to all SAIL employees. Training is oriented towards strengthening the organisation's capabilities to excel in every field and to achieve and maintain market leadership. The HR Policy of the Company is based on the business thrust areas in tune with the Vision Statement of SAIL.

The Company's policy is to provide training to cover every employee at least once in three years. Based on this, percentage of total number of employees to be trained during the financial year is determined by entering into MoU with the Ministry of Steel every year. Accordingly, Annual Training Plan is formulated for each Plant/Unit under the following five major categories:

- Fresh Entrants,
- Competence Enhancement,
- Specific Areas,
- Foreign & External Training, and
- Other Areas.

Training Need Assessment (TNA) in the case of executives is carried out annually through on line Executive Performance Management System (EPMS). In the EPMS, the executive based on his/her job profile, fills up the required technical and managerial training required to fulfill his/her KPAs. These needs are reviewed by the management and training need of each executive is identified. All these needs from multiple sources are compiled and analysed. This analysis is used for preparing Annual Training Plan (ATP) and earmarking executives for different training programmes. Based on the training needs assessed, the ATP is prepared. Every shop has its own training coordinator who is responsible for imparting training in various areas along with the identified trainers.

The training needs of non-executive employees are ascertained by line managers at the shop floor with the help of Training Engineers.

Training hours breakup for the year 2014-15

	Executive	Non-Executive	Total
External Training (including MTI/CPTI)	82,576	25,904	108,480
Foreign Training	8,464	2,648	11,112
Specific Areas	15,768	168,104	183,872
Managerial Competence Enhancement	84,784	244,984	329,768
Technical Competence Enhancement	197,816	571,640	769,456
Fresh Entrants	1,894,480	6,713,952	8,608,432
Other Areas	31,728	1,257,944	1,289,672

Training in progress

This assessment is done through:

- Measurement of Competency Gaps
- Requirement for Multi-skill training, and
- Skill-Gap Analysis

Based on the training needs, appropriate training programmes are conducted to bridge competence gap of these employees. "System of Mentoring" is being maintained to train the Management Trainees (MTs). The prime objective of this system is to achieve the individual growth necessary for MTs to deliver managerial excellence in their field of operations. Performance Improvement Workshops (PIWs) are planned every year, for gap analysis, brain storming and building an action plan regarding issues like production and productivity, cost reduction, maintenance, housekeeping and safety. The workshops involve mostly the non-executive employees of the respective shops. As per the policy in vogue, at least one-third employees are trained every year at various locations. SAIL also publishes various technical and managerial journals which are accessible to every employee. The training programs are designed in such a manner that they provide for lifelong learnings and skill development and support the employees during and after their services. Apart from these, specialized technical training and vocational training programme for college students are also organized every year.



On-site Training

Performance Indicator	2014-15
Percentage of employee trained	46.1%
Training man-hours per employee	115.2
No of employees trained	45124



A group of women in traditional Indian attire, including white and pink striped saris and headbands with feathers, are performing a dance on a stage. They are holding a long, white, cylindrical object, possibly a drum or a prop, and are in a synchronized pose. The background is dark with vertical red and orange decorative elements. The word "GIVING" is overlaid in large blue letters.

GIVING



BACK TO
THE SOCIETY

SOCIAL RESPONSIBILITY

At SAIL, commitment towards society ideates from its credo “to make a meaningful difference in people’s lives”. SAIL’s social responsibility principles guide the company to conduct business in ways that create social, environmental and economic benefits to the communities in which it operates. The company’s CSR programmes have a large scale outreach and have enabled several small rural communities transform into large industrial centres today.

All Plants/Units of SAIL are carrying out CSR Activities, and thus 100% involvement is there regarding Local Community Engagement and Development Programmes. The Company is committed to continuously improving its social responsibilities, environment and economic practices to make positive impact on the society. The CSR activities are undertaken by the Company as per its stated CSR Policy which is in accordance with the directives of the Ministry of Corporate Affairs, Govt. of India.

The Company’s CSR activities are carried out in and around steel townships, mines and far flung locations across the country in the areas of Education, Medical and Health Care facilities, Village Development, Access to Drinking Water and Sanitation facilities, Infrastructural development in peripheral rural areas, Environment Conservation, Women Empowerment, Assistance to people with Disabilities, Sustainable Income Generation through Self Help Groups, Promotion of Sports, Art, Culture & Heritage Conservation etc.

The social challenges associated with the operations of SAIL were mapped and the appropriate mitigation strategies were adopted by the company.

SOCIAL CHALLENGES

- Ensuring mutually beneficial co-existence of the SAIL units in their operating communities
- Upholding ethical integrity across the value chain
- Reach and relevance of development programmes in rural areas

MITIGATION STRATEGIES

- Development of cooperative partnerships with the local communities
- Strong focus on observance of ethical business practices
- Identification of community engagement opportunities centred on structured need assessments

CSR INITIATIVES

Various CSR initiatives taken up by the Company to meet the local Community needs are as under:

Healthcare

SAIL’s extensive & specialised Healthcare Infrastructure has provided specialized and basic healthcare for people living in the vicinity of its plants and units. In order to deliver quality healthcare at the doorstep of the needy, regular health camps in various villages on fixed days of the month are being organized for the people living in the periphery of Plants/Units, mines & far-flung areas. During the last five years (upto 2014-15), over 13,200 Health Camps have been organised benefitting more than 9.08 Lakh people. Seven Health Centres are in operation at Plants exclusively for providing free medical care including medicines to poor and needy families. On an average 100,000 beneficiaries avail of healthcare facilities in these Health Centres every year. To cater the poor and downtrodden residing in extremely remote areas, over 90 Mobile Medical Units /Ambulances have been provided to various NGOs since 2007-08.

Education

To develop the society through education, SAIL is running over 129 schools in the steel townships to provide modern education to about 60,000 children and is providing assistance to over 629 schools with about 95,000 students. Seven Special Schools (Kalyan Vidyalaya) for Below Poverty Line category children are running at integrated steel plant locations providing free education, mid-day meals, uniforms including shoes, text books, stationery items, school bags, water bottles and also transportation in some cases. The Company, in association with Akshya Patra Foundation is providing Mid-Day Meals to students of Govt. schools in and around Bhilai and Rourkela. Under this scheme, healthy & nutritious meal is being provided to around 63,000 students of around 570 Govt. schools every day.



SAIL's CSR Initiatives



Sustainable Income Generation

Vocational and specialized Skill Development Training targeted towards sustainable income generation is provided in areas such as Nursing, Physiotherapy, LMV Driving, Computers, Mobile repairing, Welder, Fitter & Electrician Training, Improved agriculture, Mushroom cultivation, Goatery, Poultry, Fishery, Piggery, Achar / Pappad / Agarbati making, Screen printing, Handicrafts, Sericulture, Yarn Weaving, Tailoring, Sewing & Embroidery, Smokeless Chullah making, etc.

Also, 800 youth have been sponsored for ITI training at Industrial Training Centres at Bolani, Bargaon and Bokaro.

The following Vocational Training Centres for rural and unemployed youths are benefitting them by way of training for income generation and then empowering them to be a part of the main stream:

- "Bhilai Ispat Kaushal Kutir" & "Swayamsiddha" at Bhilai,
- Skill Development and Self Employment Training Institute (SDSETI) at Durgapur
- Garment Technician Training at Salem
- JHARCRAFT centre at Bokaro; and
- Self-employment centre "KIRAN" at Kiriburu Ore Mines

Infrastructural development in rural areas

The Company has provided connectivity to over 80 Lakh people across 450 remote villages since inception by constructing and repairing of roads/pathways. The Company has provided access to water infrastructure to people living in far-flung areas by installing over 10,100 water sources during last five years, thereby providing drinking water access to over 43.5 lakh people living in far-flung areas.

The Company has built modern sports facilities in its own townships. SAIL is having residential sports academies at Bokaro (Football), Rourkela (Hockey) - with world class astro-turf ground, Bhilai (Athletics for Boys), Durgapur (Athletics for Girls) and Kiriburu, Jharkhand (Archery). Besides, regularly organising inter-village sports activities, SAIL extends support to major national sports events & tournaments.

For promoting the local art & culture, the Company supports various cultural societies in and around its townships and organises events like Chhattisgarh Lok Kala Mahotsav and Gramin Lokotsav on regular basis. SAIL also contributes towards conservation of National Heritages and looking after maintenance & restoration of national monuments.



Yogeshwar Dutt - in action

RMD efforts light up peripheral villages

Bolani Ores Mines of RMD provided electricity supply line to two villages in its periphery, namely Munda Basti and Bolani Basti. This has benefitted over 1200 people and brought about a perceptible change in the lives of the inhabitants. Munda Basti has been provided with a new 63kVA Sub-station recently, while the capacity of Bolani Basti Sub-station has been enhanced to 63kVA from 25 kVA.

Disaster Relief

SAIL, as a responsible Corporate Citizen, has always supported the rehabilitation initiatives for the people affected by Natural Calamities like flood in Jammu & Kashmir, cyclone Phyllin in Odisha, flash floods in Uttarakhand, etc.

Support to Differently Abled & Senior Citizens

Differently-abled children/people are being supported through provision of equipment like - Tricycle, Motorized Vehicles, Calipers, Hearing Aids, Artificial Limbs, etc.

SAIL supports various schemes and centres support to differently abled & senior citizens at its plant locations, viz.

- "Sneh Sampada" at Bhilai
- Schools for blind, deaf & mentally challenged children at Rourkela
- "Ashalata Viklang Kendra" at Bokaro
- Various programs like "Hope", "Bharosa", "Sahas" at Durgapur
- Support to NGOs working in this field like TAMANNA, Deepalaya etc.
- Supporting Old age homes at different Plant townships like "Siyan Sadan" at Bhilai.

Salem Steel Plant supports the differently abled

Salem has been helping differently abled people by enabling them to earn a living and integrate with the main stream. Recently, SSP placed an order for stitching of 84 pairs of uniform for SSP apprentice trainees on a differently abled trainee named A Maheswari.



"Sneh Sampada" at BSP supporting differently abled

CSR SPECIAL INITIATIVES

- i) **Swachh Bharat Abhiyan:** SAIL is actively participating in the "Swachh Bharat Abhiyan" initiated by the Hon'ble Prime Minister in August 2014. As per the allocations made by Ministry of HRD in this regard, the Company has achieved 100% compliance by constructing around 690 toilets in the schools falling within the periphery of its Plants & Mines in the States of Chhattisgarh, West Bengal, Odisha, Jharkhand, Madhya Pradesh, and Tamil Nadu.

Apart from toilet construction, cleanliness campaign has been undertaken all across the Organisation. Cleanliness drive is going on at various locations including the works premises. Awareness campaigns are being run and proper house-keeping is being practised on company wide basis.

- ii) **Saranda Development Plan:** In an effort to bring the marginalized masses of the remote forest areas of Saranda to the mainstream of development, the Company (in association with Govt. of Jharkhand and Ministry of Rural Development, Govt. of India) actively participated in the development drive of Saranda Forest, Jharkhand.

SAIL provided Ambulances, Bicycles, Transistors, Solar Lanterns and set up an Integrated Development Centre (IDC) at Digha village in Saranda forest. IDC comprises of facilities like Bank, Panchayat Office, Ration Shop, Telecom Office, Anganwadi Centre, Meeting Room etc. for the local populace.

The Company is running residential schools at Saranda Suwan Chhatrawas for 24 tribal students and at Manoharpur for 110 tribal students in order to provide them holistic education. Facilities such as hostel, meals, school bags, uniform and winter clothes, shoes, teaching aids, sports equipment in schools and study materials, etc are provided to them free of cost.

- iii) **Gyan Jyoti Yojana:** Bokaro Steel Plant has introduced this scheme for providing education and holistic development for the children of Birhor tribe, which is at the verge of extinction.

15 Birhor children were adopted and provided free Education along with Boarding, Lodging, Nourishing and wholesome Food, Clothing, free Medical Treatment, Sports and Cultural opportunities in a conducive atmosphere. They are the first Matriculates and 12th pass from their community. Inspired from their achievements, another batch of 15 new Birhor children have been adopted, who are all set to begin their life in new surroundings.



Cleanliness drive at SAIL

For Skill Development and better employability, 9 matriculate Birhor Boys adopted under GyanJyoti Yojana have been sponsored for ITI training in "Welder trade" along with stipend of ₹ 2500/- each, accommodation and food facility at Bokaro Pvt ITI.

- iv) **Gyanodaya:** 36 Tribal Children have been adopted and enrolled in class VI in Schools at Bhilai Steel Plant. These students are being provided free lodging, boarding, and education up to XII. Every year 20 tribal children from Kanker and Narayanpur districts (Rowghat area) are adopted. Currently, more than 140 students are getting benefit of this scheme. Scholarships of Rs 2000/- per month is awarded to each XII pass-out who pursue higher education.
- v) **Honhaar Scheme for Poor students:** "Honhaar" aims at imparting quality education to meritorious SC /ST/ OBC students belonging to Below Poverty Line who score more than 80% marks in matriculation. They are admitted in Class-XI in schools at Bhilai and put up in Gyanodaya Hostel with all facilities at par with Tribal Students. In addition, they are also provided coaching in premiere coaching institute for preparation of entrance examinations like IIT-JEE.
- vi) **Comprehensive Water & Sanitation Project at Rourkela Steel Plant:** In an effort to align the marginalized masses, the Company has initiated a project at Rourkela to promote comprehensive Water Supply and Sanitation in its peripheral villages. Each of the 621 households in 5 peripheral villages, viz. Chutiatola, Dumerjore, Ushra Colony, Baniguni & Jagdishpur is getting round the clock potable water through a ground water source, storage tank and supply network with 3 tap points to each household, Sanitation unit comprising of a bathroom and a toilet with RCC roof, on partnership model. The villagers have been mobilized and empowered for their active participation in the project. Village level committees have been formed for long-term sustenance of the project.

On similar lines, 12 Model Steel Villages of Rourkela Steel Plant have been identified for developing water & sanitation facilities. Work is in progress in Bankibahal, Chikatmati, Laing Colony and Kapatmunda villages, benefitting 669 households.



Students Hostel at Kiriburu Mine

vii) **Kiran Self Employment Centre, Kiriburu, Jharkhand:** The project aims at formation of independent Self Help Groups of uneducated, unemployed ladies and providing them support in terms of skill training, finance, logistics, marketing etc. as per following details:

- 48 girls hailing from Kiriburu Iron Ore Mines were trained by expert weavers from Nadia (West Bengal) on the weaving machines setup for making Sarees, Gamchaa (Cotton Towel), Salwar Suits, Bed sheets, etc.
- 10 girls have been trained by Birsa Agriculture University, Ranchi at Mushroom Cultivation unit.
- 20 girls were trained at the Agarbatti and Designer Candle-Making units.
- 42 women have been trained and working at the Stitching and Sewing workshop.



Self employment Training

MONITORING MECHANISM

A well-structured organizational mechanism is in place for planning, monitoring and reporting of CSR activities in consultation with local authorities like Panchayats, District & State Authorities etc. in SAIL plants/units. Each SAIL plant/unit has a separate CSR Group/Cell. The CSR department is headed by a senior level officer and is supported by field staff as well as officers from Finance discipline. Each Plant/unit has a High Level Committee / Apex Committee which recommends the projects to be taken up by the respective plant / unit and allocate fund against each of the activities every year. The approval of the competent authority is taken. The same Committee monitors the progress and execution of these projects.

REPORTING ON CSR

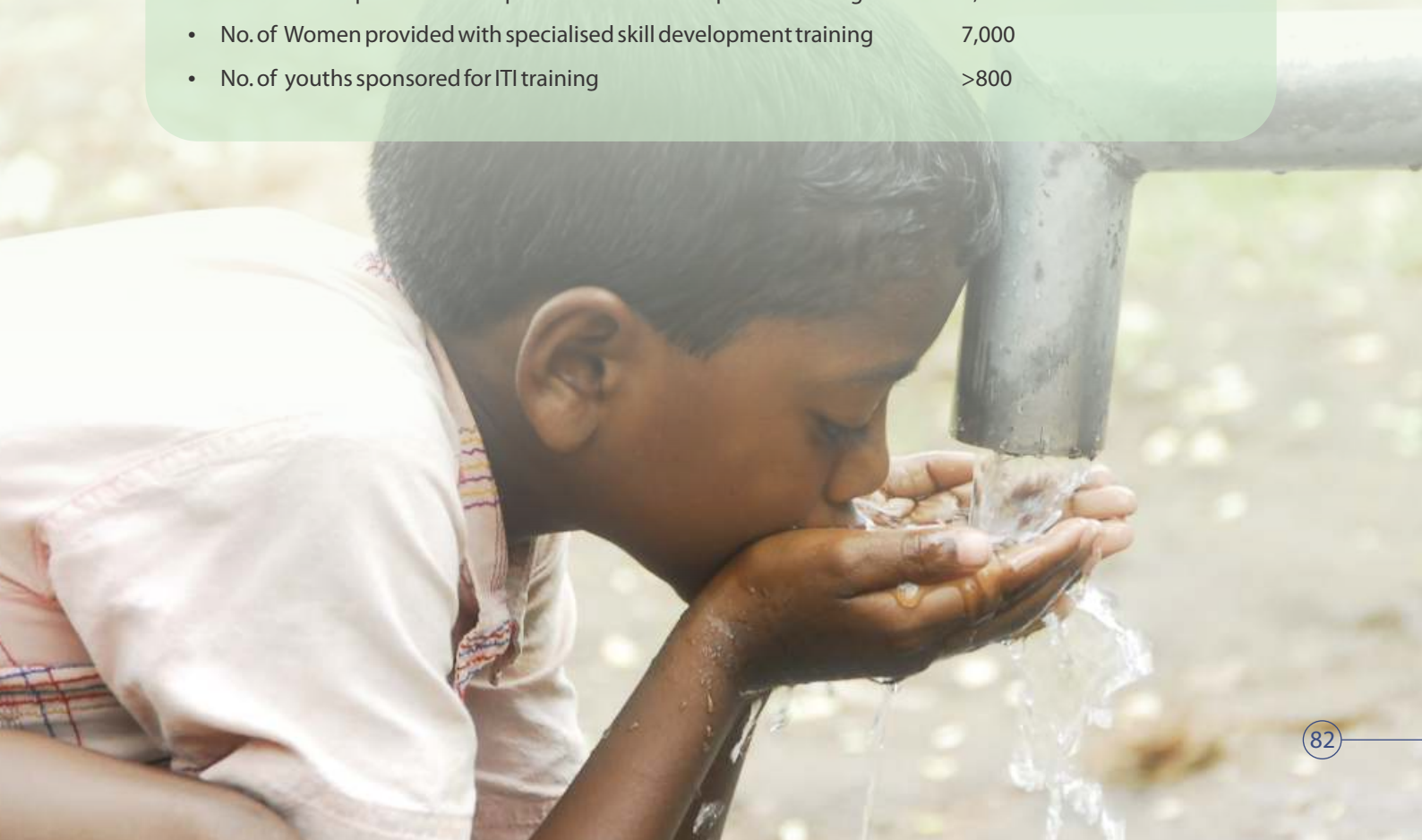
The Annual Report of SAIL for 2014-15 includes reporting on CSR as per the format prescribed under the CSR Rules of the Govt. India. The Annual Report is also available on the Company's Website.

IMPACT ASSESSMENT

The CSR quality in SAIL is measured both by Professional Agencies and by Internal evaluation on a regular basis. SAIL has undertaken the Impact Assessment of its CSR activities at various Plant and Units.

CSR SCORECARD

• No. of Model Steel Villages developed	79
• No. of rural people given specialized and basic healthcare through	> 39.11 million
• Primary Health Centers	53
• Hospitals	23
• Reproductive and Child Health Centers	07
• Speciality Hospitals	07
• No. of Health Camps during 2014-15	2500
• No. of Water Resources Installed during past five years	10100
• No. of Beneficiaries provided with access to drinking water	>4.3 million
• No. of Villages connected by construction and repair of roads	450
• No. of Schools owned by the Company	129 (with 60,000 Students)
• No. of Schools being provided assistance	629 (with 95,000 Students)
• No. of Special Schools (Kalyan Vidyalaya) exclusively for BPL families	07 (with 1,600 Students)
• No. of Birhore tribal children adopted in extremist affected areas	152
• No. of Scholarships to deserving engineering students	1,670
• No. of Govt. Schools for provision of mid day meal (Akshay Patra)	570 (with 63,000 Students)
• No. of Youths provided with specialised skill development training	3,000
• No. of Women provided with specialised skill development training	7,000
• No. of youths sponsored for ITI training	>800



GRI G4 CONTENT INDEX

General Standard Disclosures

General Standard Disclosures	Page no.	External Assurance	Description
Strategy and Analysis			
G4-1	1-2	-	Statement from the most senior decision-maker of the organization.
Organisational Profile			
G4-3	9	-	Name of the organization.
G4-4	10	-	Primary brands, products, and/or services.
G4-5	9	-	Location of organization's headquarters.
G4-6	3	-	Number of countries where the organization operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.
G4-7	17	-	Nature of ownership and legal form.
G4-8	3, 10	-	Markets served (including geographic breakdown, sectors served, and types of customers /beneficiaries).
G4-9	6, 7, 9, 65	-	Scale of the reporting organization.
G4-10	65	-	The total number of employees by employment contract and gender
G4-11	67	-	The percentage of total employees covered by collective bargaining agreements
G4-12	3	-	The organization's supply chain
G4-13	5	-	Significant changes during the reporting period regarding size, structure, or ownership.
G4-14	16-17, 19, 39	-	Whether and how the precautionary approach or principle is addressed by the organization
G4-15	20	-	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses
G4-16	20	-	Memberships of associations (such as industry associations) and national or international advocacy organizations
Identified Material Aspects and Boundaries			
G4-17	9	-	All entities included in the organization's consolidated financial statements or equivalent documents
G4-18	28	-	The process for defining the report content and the Aspect Boundaries
G4-19	28, 29	-	All the material Aspects identified in the process for defining report content
G4-20	28	-	For each material aspect, whether the Aspect is material within the organization
G4-21	28	-	For each material aspect, whether the Aspect is material outside the organization

General Standard Disclosures

General Standard Disclosures	Page no.	External Assurance	Description
G4-22	No Restatements	-	The effect of any restatements of information provided in previous reports, and the reasons for such restatements
G4-23	5	-	Significant changes from previous reporting periods in the Scope and Aspect Boundaries
Stakeholder Engagement			
G4-24	27	-	List of stakeholder groups engaged by the organization
G4-25	26	-	Basis for identification and selection of stakeholders with whom to engage
G4-26	27	-	Organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group
G4-27	27	-	Key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting
Report Profile			
G4-28	5	-	Reporting period (such as fiscal or calendar year) for information provided
G4-29	5	-	Date of most recent previous report (if any)
G4-30	5	-	Reporting cycle (such as annual, biennial)
G4-31	5	-	The contact point for questions regarding the report or its contents
G4-32	5	-	The 'in accordance' option the organization has chosen, the GRI Content Index for the chosen option, the reference to the External Assurance Report, if the report has been externally assured
G4-33	5	-	Organization's policy and current practice with regard to seeking external assurance for the report
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G4-34	16, 17, 18	-	The governance structure of the organization, including committees of the highest governance body
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G4-56	16, 19	-	The organization's values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics

DMA and Indicators	Page No.	Specific Standard Disclosures		Description
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Category: Economic				
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G4-DMA	31, 32	-	-	Disclosure on Management Approach
G4-EC1	31	-	-	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.
Material Aspect: Market Presence				
G4-DMA	65	-	-	Disclosure on Management Approach
G4-EC5	65	-	-	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation.
Category: Environmental				
Material Aspect: Materials				
G4-DMA	46	-	-	Disclosure on Management Approach
G4-EN1	46	-	-	Materials used by weight or volume.
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DMA and Indicators	Page No.	Specific Standard Disclosures		Description
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Material Aspect: Occupational Health and Safety				
G4-DMA	57- 59	-	-	Disclosure on Management Approach
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G4-DMA	71, 72	-	-	Disclosure on Management Approach
G4-LA10	71, 72	-	-	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.
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G4-DMA	75	-	-	Disclosure on Management Approach
G4-SO1	75	-	-	Percentage of operations with implemented local community engagement, impact assessments, and development programs.
Material Aspect: Anti-Corruption				
G4-DMA	19	-	-	Disclosure on Management Approach
G4-SO3	19	-	-	Percentage and total number of business units analysed for risks related to corruption and the significant risks identified
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Material Aspect: Product and Service Labelling				
G4-DMA	52	-	-	Disclosure on Management Approach
G4-PR5	52	-	-	Results of surveys measuring customer satisfaction.

Abbreviations

AGM	Annual General Meeting	DRDO	Defence Research & Development Organisation
AIDS	Acquired Immune Deficiency Syndrome	DSO	Departmental Safety Officer
AIMA	All India Management Association	DSP	Durgapur Steel Plant
AIOE	All India Organisation of Employers	EAF	Electric Arc Furnace
AOD	Argon Oxygen Decarburization	EBIDTA	Earnings Before Interest, Depreciation, Taxes, and Amortization
ARS	Alizarin Red S	ECG	Electrocardiography
ASP	Alloy Steels Plant	ED	Executive Director
ASSOCHAM	Associated Chamber of Commerce and Industry of India	EMD	Environment Management Division
ASTP	Acid Sludge Treatment Plant	EMS	Environment Management System
ASU	Air Separation Unit	EPMS	Executive Performance Management System
ATTs	Attendant cum Technical Trainees	ESI	Employee State Insurance
BDL	Below Detectable Level	ESP	Electro Static Precipitator
BF	Blast Furnace	ETP	Effluent Treatment Plant
BOD	Biochemical Oxygen Demand	FDI	Foreign Direct Investment
BOF	Basic Oxygen Furnace	FeMn	Ferro Manganese
BOO	Build Own Operate	FICCI	Federation of Indian Chambers for Commerce and Industry
BPL	Below Poverty Line	FP	Flat Product
BSL	Bokaro Steel Plant	FY	Financial Year
BSO	Branch Sales Offices	GCal	Giga Calorie
BSP	Bhilai Steel Plant	GCP	Gas Cleaning Plant
BTSO	Branch Transport & Shipping Office	GD	Growth Division
CAGR	Compounded Annual Growth Rate	GHG	Green House Gas
CCO	Customer Contact Offices	GIFT	Global Institute of Flexible System Management
CCP	Continuous Casting Plant	Gol	Government of India
CCS	Continuous Casting Shop	GRI	Global Reporting Initiative
CCTV	Close Circuit Television	GRI G4	Global Reporting Initiative Fourth Generation
CDC	Consultancy Development Centre	HAZOP	Hazard & Operability
CDI	Coal Dust Injection	HIP	High Impact Projects
CDQ	Coke Dry Quenching	HIRA	Hazard Identification and Risk Assessment
CEO	Chief Executive Officer	HIS	Health Information System
CET	Centre for Engineering and Technology	HP	High Pressure
CFL	Compact Fluorescent Lamp	HPSV	High Pressure Sodium Vapour
CFP	Chandrapur Ferro Alloy Plant	HR	Human Resource
CHSGP	Cast House Slag Granulation Plant	HRD	Human Resource Development
CII	Confederation of Indian Industries	HRDC	Human Resource Development Centre
CISF	Central Industrial Security Force	HRM	Hot Rolling Mill
CMO	Central Marketing Organisation	IDC	Integrated Development Centre
CO	Coke Oven	IICCI	The Indian Iran Chamber of Commerce and Industry
CO ₂	Carbon Dioxide	IIM	Indian Institute of Metals
COB	Committee of the Board	IIP	Indian Institute of Plant Engineers
CoD	Centre for Organisational Development	IITF	India International Trade Fair
COD	Chemical Oxygen Demand	ILO	International Labour Organization
COE	Centre of Excellence	IPE	Institute of Public Enterprises
CPP	Captive Power Plant	IPSS	Inter Plant Standard - Steel
CPSE	Central Public Sector Enterprises	IRT	Institute of Rail Transport
CPTI	Central Power Training Institute	ISO	International Organization for Standardization
CREP	Corporate Responsibility for Environment Protection	ISP	IISCO Steel Plant
CRM	Cold Rolling Mill	ISPs	Integrated Steel Plants
Crore	Ten Millions	ISTD	Indian Society for Trade and Development
CSI	Customer Satisfaction Index	IUCCI	Indo USSR Chamber of Commerce and Industries
CSR	Corporate Social Responsibility	IUCN	International Union for Conservation of Nature
CTC	Carbon Tetra Chloride	JCSSI	Joint Committee on Safety, Health and Environment in the Steel Industry
CVC	Central Vigilance Commission	JVC	Joint Venture Company
DA	Dearness Allowance	KAM	Key Account Management
DG	Diesel Generator	KPA	Key Performance Area
DMRL	Defence Metallurgical Research Laboratory	kWh	Kilo Watt Hour
DNB	Disability Medical Board	Lakh	Hundred Thousand
DNV	Det Norske Veritas	LCS	Life Cover Scheme
Dolo	Dolomite		
DPC	Delhi Productivity Council		
DPE	Department of Public Enterprises		

LD	Linz Donawitz	RLI	Regional Labour Institute
LED	Light Emitting Diode	RMD	Raw Materials Division
IISCO	Indian Iron & Steel Company	RMP	Refractory Material Plant
LP	Long Product	RSP	Rourkela Steel Plant
LP & FP	Learning Perspective & Financial Perspective	RTI	Right to Information
LTIFR	Lost Time Injury Frequency Rate	S&T	SAIL & Tata
m ³	Cubic Meter	SA	Social Accountability
Mech	Mechanical	SAIL	Steel Authority of India Limited
MEP	Modernization and Expansion Plan	SC	Scheduled Caste
MLD	Million liter Per Day	SCL	Steel Complex Limited
MnO	Manganese Oxide	SCOPE	Standing Conference of Public Enterprises
MoEF& CC	Ministry of Environment, Forest and Climate Change	SD	Sustainable Development
MOM	Mars Orbiter Mission	SDSETI	Skill Development and Self Employment Training Institute
MoS	Ministry of Steel	SEBI	Securities & Exchange Board of India
MoU	Memorandum of Understanding	SED	Safety Engineering Department
MP	Medium Pressure	SEFI	Steel Executives Federation of India
MT	Millions Tonnes	SESBF	SAIL Employees Superannuation Benefit Fund
MTI	Management Training Institute	SGL	Shot Grinding Line
MTPA	Million Tonnes Per Annum	SGW	SAIL Growth Works, Kulti
MTs	Management Trainees	SMPs	Standard Maintenance Practices
NARAKAS	Nagar Rajbhasha Karyanavayan Samiti (Town Official Language Implementation Committee)	SMS	Steel Melting Shop
NDRF	National Disaster Response Force	SOP	Standard Operating Practices
NGO	Non-Governmental Organization	SP	Sinter Plant
NH ₃ -N	Ammonical Nitrogen	SPV	Special Purpose Vehicle
NJCS	National Joint Committee for the Steel Industry	SRU	SAIL Refractory Unit
NMDC	National Mineral Development Corporation	SS	Suspended Solids
NOHSC	National Occupational Health Service Centre	SSO	SAIL Safety Organization
NSC	National Safety Council	SSP	Salem Steel Plant
NTPC	National Thermal Power Corporation	ST	Scheduled Tribe
O&G	Oil & Grease	SWP	Safe Work Procedure
OBC	Other Backward Class	T&S	Transport & Shipping
ODS	Ozone Depleting Substances	TAB	Training Advisory Board
OFS	Offer for Sale	TAC	Training Advisory Committee
OH&S	Occupational Health & Safety	TB	Tuberculosis
OHF	Open Hearth Furnace	TC	Technical Certificates
OHS	Occupational Health Service	tcs	tonnes of crude steel
OHSAS	Occupational Health and Safety Management System	TERI	The Energy and Resource Institute
OP	Oxygen Plant	TFRI	Tropical Forest Research Institute
OPD	Out Patient Department	tfs	tonnes of finished steel
OT	Operation Theatre	THF	Twin Hearth Furnace
PAT	Profit After Tax	thm	tonnes of hot metal
PBS	Power & Blowing Station	TJ	Tera Joule
PCB	Polychlorinated BiPhenyls	TM	Technology Missions
PET	Pipe/ Electrical Sheet/Tin Plate	TMT	Thermo Mechanically Treated
PF	Provident Fund	TRT	Top Pressure Recovery Turbine
PHD Chamber	Progress Harmony Development Chamber	tss	Tonnes of Saleable Steel
PM	Particulate Matter	TUV	Technical Inspection Association
PMA	Project Management Association	UMSP	Ultra Mega Steel Plant
PPEs	Personal Protective Equipments	UNDP	United Nations Development Programme
PRP	Performance Related Pay	UNGC	United Nations Global Compact
PSE	Public Sector Enterprise	UNIDO	United Nations Industrial Development Organisation
PSU	Public Sector Undertaking	VFD	Variable Frequency Drive
PV	Photo Voltaic	VISL	Visvesvaraya Iron and Steel Plant
QMS	Quality Management System	VVVF	Variable Voltage Variable Frequency
R&D	Research & Development	WCPS	World Confederation of Productivity Science
RDCIS	Research & Development Centre for Iron & Steel	WIPS	Forum of Women in Public Sector
RINL	Rashtriya Ispat Nigam Ltd.	WSA	World Steel Association
RITES	Rail India Technical and Economic Service		



स्टील अथॉरिटी ऑफ इण्डिया लिमिटेड
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