

# **Global Reporting Initiative Report 2008-09**

**Tata Motors Limited**

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## Message from the Managing Director – India Operations



Ladies and Gentlemen,

I am pleased to submit the Sustainability Report 2008-09 as per the Global Reporting Initiative guidelines. Tata Motors is committed to building a sustainable enterprise benefiting all stakeholders – internal and external.

Year 2008-09 was a challenging period for all economies and sectors. The automotive sector was significantly impacted from the economic slowdown. Tata Motors sustained its operations through rationalizing production facilities and reducing costs wherever possible. The dedication of the team in this challenging period was commendable.

This challenging period once again proved that, Human capital is our biggest asset and it was the pillar for tiding over the tough year.

Towards building a sustainable future, the Company continues in its efforts of contributing to the society as well taking timely actions to combat the effect of climate change – one of the major challenges it faces in the near future.

Tata Motors is committed to building social capital through improving the quality of life of people in the communities that it operates in. Towards this end, the company has initiated several community development activities in the areas of health, education, employability and environment. For the implementation of the projects, the company has built partnerships with the public as well as the social sector. Over a thousand youth from areas surrounding the company's plants were trained in various technical and vocational trades across its plant locations. The company also has attached a serious concern on the road accidents. Most of the road accidents in India involve commercial vehicles. Since it is a market leader in commercial vehicles in India, the Company believes that it has a moral responsibility towards this issue. The company is working

with various State Governments for setting up Driver Training Institutes which can inculcate the values of safe driving in the driver population of the country.

Tata Motors vision for sustainability is closely tied with its commitment to building the natural capital through various initiatives within its facilities and in the communities for protecting the environment. With increasing focus on causes and effects of climate change and the need to reduce carbon emissions, the Company is working consciously to reduce its carbon footprint. Vehicular emissions form a major portion of this carbon footprint. About 70% of the carbon footprint is due to vehicular emissions. There is, therefore a focus from the Company on various initiatives to mitigate and reduce the CO<sub>2</sub> emissions. The Company is working on the development of environmentally friendly vehicles (EFVs). Tata Motors is on the anvil of launching its Hybrid city bus and the range of electric vehicles based on the Indica Vista hatchback and mini-truck Ace. The Company is also geared up for the switch over to the Bharat Stage IV norms to be introduced in India from 1<sup>st</sup> April 2010.

At the same time the Company is also constantly evaluating various technologies which will result in lower CO<sub>2</sub> emissions and in turn offer better fuel economy to its customers. It is the endeavour of the Company to make available these technologies to the consumers at the lowest price so that maximum benefits can be derived.

In the manufacturing locations, the company has initiated a drive to reduce its carbon footprint as well. It is also working to extend this drive to its various partners in the supply chain – vendors as well as dealers. The Company has also initiated tree plantation drives in its plant and surrounding areas to ensure that the ecological balance is maintained.

Through this report, we attempt to capture Tata Motors' contribution in building the economic, human, social and natural capital through its products and processes.

I hope you find the report useful.

Best Regards



P. M. Telang

## BUSINESS OVERVIEW

The automobile sector in India was severely impacted by the disruption in the Indian and global business environment. Gross Domestic Product growth slowed down considerably from 9% in FY 07-08 to 6.7% in FY 08-09. While the slowdown in the Indian economy was less compared to other world economies, it did have a severe impact on most sectors. Both turnover and profitability of the automotive sector came under tremendous pressure. Double digit inflation and high material cost in the first half of the year leading to higher vehicle prices, higher fuel prices, unavailability of finance, higher cost of financing and uncertainty in the overall economic conditions impacted demand to a great extent. The slowdown in the economy resulted in a drop in industrial production, which reached new lows in the second half of the year. All these factors eroded the bottomline of the companies in the automotive sector.

Both the commercial and passenger domestic vehicles industry came under tremendous pressure as a result of these market conditions. The commercial vehicle industry which had already started showing signs of slowing down last year, declined by 17.4% compared to the 7.6% growth in FY 07-08. The passenger vehicle industry, which had showed a growth of 11.3% in the previous fiscal, went into negative zone with a decline of 0.5%. Supported by stimulus measures undertaken by the government and the RBI, demand showed some signs of revival towards the end of the year.

In such trying times, the company's sales of 506,421 vehicles were 13.5% lower than last year volumes. Even though domestic commercial vehicles volumes declined by 15.2%, the company consolidated its leadership position in the domestic market by introducing new products to complement its existing product portfolio. The passenger vehicles volumes declined by 4.8% in the domestic market, primarily due to the phasing in of the new Indica Vista in the second half of the year and sluggishness of the UV segment. The company's exports declined by 38.6% during the year, due to the meltdown in major international markets and the consequent swings in foreign exchange rates.

The industry performance in the domestic market during FY08-09 and the company's share is given below:-

Category	Industry Sales (Nos.)			Company Sales (Nos.)			Company Market Share (%)	
	2008-09	2007-08	Growth	2008-09	2007-08	Growth	2008-09	2007-08
Commercial Vehicles *	415,652	503,218	-17.4%	265,373	312,935	-15.2%	63.8	62.2
Passenger Vehicles #	1,525,313	1,533,268	-0.5%	207,512	218,055	-4.8%	13.6	14.2
<b>Total</b>	<b>1,940,965</b>	<b>2,036,486</b>	<b>-4.7%</b>	<b>472,885</b>	<b>530,990</b>	<b>-10.9%</b>	<b>24.4</b>	<b>26.1</b>

*Source: Society of Indian Automobile Manufacturers report and Company Analysis*  
 \* including Maruti and Wipro sales # including Fiat branded cars

Tata Motors tried to mitigate the impact on margins by cost reduction measures and tight control on working capital. The focus on new product development remained and the company introduced various new products in the marketplace.

## ABOUT TATA MOTORS

### Vision and Mission of Tata Motors:

Tata Motors has two business units – the Passenger Car Business Unit (PCBU) and Commercial Vehicles Business Unit (CVBU). The vision and mission of both the business units are given below:

A graphic for the Passenger Car Business Unit (PCBU) of Tata Motors. It features a blue Tata car in the background. The text is presented in white boxes with blue backgrounds. The title 'Passenger Car Business Unit' is at the top. Below it, the 'VISION' section states the goal of developing Tata into a world-class Indian car brand. The 'MISSION' section lists two objectives: becoming the most admired multi-national Indian car company and creating an organization that people enjoy working for.

**Passenger Car Business Unit**

**VISION**

To develop TATA into a world class Indian car brand for innovative and superior value vehicles.

**MISSION**

To,

- be the most admired multi-national Indian car company producing vehicles that people love to buy
- create an organization that people enjoy working for, doing business with and investing in

## Commercial Vehicle Business Unit - Journey to Excellence



### Company Overview



Tata Motors is India's largest automobile company. It is the leader by far in commercial vehicles in each segment, and among the top three in passenger vehicles with winning products in the compact, midsize car and utility vehicle segments. The company is the world's fourth largest truck manufacturer and the second largest bus manufacturer.

Established in 1945, Tata Motors' presence indeed cuts across the length and breadth of India. Over 4 million Tata vehicles ply on Indian roads, since the first rolled out in 1954. The company's manufacturing base is spread across Jamshedpur, Pune, Lucknow and Pantnagar (Uttarakhand). Following a strategic alliance with the Fiat Group in 2005, it has set up an industrial joint venture with Fiat India Automobiles Pvt. Ltd. at Ranjangaon (Maharashtra) to produce both Fiat and Tata cars and Fiat powertrains. The company is

establishing two new plants at Dharwad (Karnataka) and Sanand (Gujarat). The company's dealership, sales, services and spare parts network comprises over 3500 touch points.

At the core of the company's approach to doing business is the Tata Business Excellence Model. Incorporating sound business principles, like customer satisfaction, quality, attention to detail, conservation of resources and protection of the environment, this model shapes the way Tata Motors designs, manufactures and markets its products.

## People



The company's 24,165 employees are guided by the unwavering commitment to be "best in the manner in which we operate, best in the products we deliver, and best in our value system and ethics."

Tata Motors helps its employees realise their potential through innovative HR practices. The company's goal is to empower and provide employees with dynamic career paths in congruence with corporate objectives. All-round potential development and performance improvement is ensured by regular in-house and external training. The company has won several awards recognising its training programmes.

## Products



**Passenger Cars:** The range comprises the Tata Indica (compact car), the Tata Indigo (sedan), the Tata Indigo Marina (station-wagon), the Tata Nano (small car). The company also distributes and markets Fiat branded cars in India.

**Utility Vehicles:** A range comprising the Tata Aria (Crossover); the Tata Safari (SUV), the Tata Xenon XT (Lifestyle Pick-up), and the Tata Sumo Grande MK II, the Tata Sumo range and the Tata Venture (People Carriers).

### **Commercial Vehicles for goods transportation**

- *Small Commercial Vehicles:* the Tata Ace, India's first indigenous mini-truck.
- *Light Commercial Vehicles:* Pick-ups and trucks ranging from 2T GVW to 7.5T GVW.

- *Medium and Heavy Commercial Vehicles:* Tata Prima range of world standard multi-axle trucks, tractor-trailers, tippers, mixers, and special application vehicles, ranging from 10T GVW to 75T GVW.

#### **Commercial Vehicles for passenger transportation**

- Tata and Tata Marcopolo range of light, medium and heavy buses from 2T GVW onwards.
- Multi-purpose vehicles – the Tata Magic, the Tata Magic Iris, the Tata Winger and the Tata Venture – for urban and rural transportation.

#### **Subsidiaries**

Through its subsidiaries and associate companies, Tata Motors is engaged in manufacturing and marketing of automobiles, engineering, design and automotive solutions, construction equipment manufacturing, automotive vehicle components manufacturing and supply chain activities, machine tools and factory automation solutions, high-precision tooling and plastic and electronic components for automotive and computer applications, and auto finance, automotive retailing and service operations.

**Jaguar Land Rover:** the two great British brands, comprising Jaguar luxury saloons & sports cars, and Land Rover 4X4s.

**Tata Marcopolo Motors:** Manufacturing fully-built buses in India.

**Tata Daewoo:** Manufacturing and marketing of medium and heavy commercial vehicles in South Korea. It is South Korea's second largest truck manufacturer, and the largest exporter of heavy trucks.

**Hispano Carrocera:** Manufacturing and marketing of buses.

**Tata Motors (Thailand):** Manufacture and marketing of pick-up vehicles in Thailand.

**Telcon:** Manufacturing and marketing of construction equipment and allied services.

**Tata Motors European Technical Centre:** Design engineering and development of products.

**Tata Technologies:** Specialised engineering and design services, product lifecycle management, and product-centric IT services.

**TAL Manufacturing Solutions:** Factory automation solutions, machine tools, and

aerospace business.

**HV Transmission and HV Axles:** Gear boxes and axles for heavy & medium commercial vehicles.

**Tata Autocomp:** Manufacturing and marketing of auto components, systems, engineering services.

**TML Distribution Co.:** Sales, logistics and distribution of Tata Motors' vehicles.

**Tata Motor Finance:** Financing of Tata Motors passenger vehicles and commercial vehicles.

### International Business



Tata Motors, the first company from India's engineering sector to be listed in the New York Stock Exchange (September 2004), has also emerged as an international automotive company. The company's objective is to expand its international business, both through organic and inorganic growth routes. Through subsidiaries and associate companies, Tata Motors has operations in the UK, South Korea, Thailand and Spain.

The company's international business includes Jaguar Land Rover, which came into the fold in 2008. Jaguar Cars Limited, founded in 1922, is one of the world's premier manufacturers of luxury saloons and sports cars. Since 1948, Land Rover has been manufacturing authentic 4x4s that define breadth of capability in their segments. The Jaguar range comprises Jaguar XF, XJ and XK and the X-TYPE, while the Land Rover range comprises Range Rover, Range Rover Sport, Defender, Freelander 2 and Discovery 3. The Jaguar Land Rover business employs some 16,000 people, predominantly in the UK, including some 3,500 engineers at two product development centres in Whitley, Coventry and Gaydon, Warwickshire. The business is a major wealth generator for the UK with 78 per cent of Land Rovers exported to 169 countries, and 70 per cent of Jaguars exported to 63 countries, with sales to customers conducted principally through franchised dealers and importers.

In 2004, Tata Motors acquired the Daewoo Commercial Vehicle Company, South Korea's second largest truck maker. The rechristened Tata Daewoo Commercial Vehicle Company has launched several new products in the Korean market, while also exporting these products to several international markets. Today two-thirds of heavy commercial vehicle exports out of South Korea are from Tata Daewoo. In 2005, Tata Motors acquired a 21% stake in Hispano Carrocera, a reputed Spanish bus and coach manufacturer, and subsequently the remaining stake in 2009. Hispano's presence is being expanded in other markets. In 2006, it formed a joint venture with the Brazil-based Marcopolo, a global leader in body-building for buses and coaches to manufacture fully-built buses and coaches for India and select international markets. Tata Motors also entered into a joint venture in 2006 with Thonburi Automotive Assembly Plant Company of Thailand to manufacture and market the company's pickup vehicles in Thailand; the Tata Xenon was launched in Thailand in 2008.

These linkages will further extend Tata Motors' international footprint, established through exports since 1961. The company's commercial and passenger vehicles are already being marketed in several countries in Europe, Africa, Middle East, South East Asia, South Asia and South America. It has franchisee/joint venture assembly operations in Malaysia, Kenya, Bangladesh, Ukraine, Russia and Senegal.

### **Research & Development**



The foundation of the company's growth is a deep understanding of economic stimuli and customer needs, and the ability to translate them into customer-desired offerings through leading edge R&D. The R&D establishment includes a team of over 3,000 scientists and engineers and comprehensive in-house facilities, including crash-test,

environment test for extreme heat and cold, and noise and vibration test. The company's Engineering Research Centre (ERC) was established in 1966, and has facilities in Pune, Jamshedpur, Lucknow and Dharwad. The company set up the Tata Motors European Technical Centre (TMETC) in 2005 in the UK. TMETC is engaged in design engineering and development of products, supporting Tata Motors' skill sets. Tata Daewoo Commercial Vehicle Company and Hispano Carrocera also have R&D establishments at Gunsan in South Korea and Zaragoza in Spain. All these facilities together enable the company to share and access knowledge and technology for designing and developing world-class products.

The ERC has enabled pioneering technologies and products. It was Tata Motors, which developed the first indigenously developed Light Commercial Vehicle, India's first Sports Utility Vehicle and, in 1998, the Tata Indica, India's first fully indigenous passenger car. Within two years of launch, Tata Indica became India's largest selling car in its segment.

The pace of new product development has quickened through an organisation-wide structured New Product Introduction (NPI) process. The process with its formal structure for introducing new vehicles in the market brings in greater discipline in project execution. The NPI process helped Tata Motors create a new segment by launching the Tata Ace, India's first mini-truck, in 2005. The Ace platform has also helped spawn the innovative Magic range of people carriers for public transportation.

In January 2008, Tata Motors unveiled its People's Car, the Tata Nano, which India and the world have been looking forward to. A development, which signifies a first for the global automobile industry, the Nano brings the comfort and safety of a car within the reach of thousands of families. The car is available in both standard and deluxe versions. The standard version has been priced at Rs. 100,000 (excluding VAT and transportation cost).

Tata Motors is equally focussed on environment-friendly technologies in emissions and alternative fuels. It has also been implementing several environment-friendly technologies in manufacturing processes, significantly enhancing resource conservation.

The ERC has received several awards from the Government of India. Some of the more prominent amongst them are the National Award for Research and Development Efforts in Industry in the Mechanical Engineering Industries sector in 1999, the National Award for Successful Commercialisation of Indigenous Technology by an Industrial Concern in 2000, and the CSIR Diamond Jubilee Technology Award in 2004.

## Governance Structure

As part of the Tata group, the company's philosophy on Corporate Governance is founded upon a rich legacy of fair, ethical and transparent governance practices, many of which were in place even before they were mandated by adopting highest standards of professionalism, honesty, integrity and ethical behaviour. The Corporate Governance philosophy has been further strengthened with the implementation, a few years ago, by the company of the Tata Business Excellence Model and the Tata Code of Conduct, which is applicable to the company, its subsidiaries and directors and employees. The company is in full compliance with the requirements of Corporate Governance under Clause 49 of the Listing Agreement with the Indian Stock Exchanges. With Tata Motors' Depository Programme being listed on the New York Stock Exchange, the company also complies with United States regulations as applicable to Foreign Private Issuers (non-US listed companies) which cast upon the Board of Directors and the Audit Committee, onerous responsibilities to improve the company's operating efficiencies. Risk management and internal control functions have been geared up to meet the progressive governance standards.

To focus effectively on the issues and ensure expedient resolution of diverse matters, the Board has constituted a set of Committees with specific terms of reference/scope. The Committees operate as empowered agents of the Board as per their Charter/terms of reference. Targets set by them as agreed with the management are reviewed periodically and mid-course corrections are also carried out. The minutes of the meetings of all Committees of the Board are placed before the Board for discussions/noting. These committees and their role is summarized in the table below:

Name of Committee	Role
Audit Committee	The Audit Committee functions according to its Charter that defines its powers, scope and role in accordance with the Companies Act, 1956, listing requirements and US regulations applicable to the Company and is reviewed from time to time. Whilst, the full Charter is available on Company's website <a href="http://www.tatamotors.com">www.tatamotors.com</a>
Remuneration Committee	The Remuneration Committee of the Company is empowered to review the remuneration of the Managing Director and the Executive Director, retirement benefits to be paid to them under the Retirement Benefit Guidelines approved by the Board and deal with matters pertaining to Employees' Stock Option Scheme
Investors' Grievance Committee	The Investors' Grievance Committee of the Board is empowered to oversee the redressal of investors' complaints pertaining to share/debenture transfers, non-receipt of annual reports, interest/dividend payments, issue of duplicate certificates, transmission (with and without legal representation) of shares and debentures and other miscellaneous complaints
Ethics & Compliance Committee	<b>The Ethics and Compliance Committee</b> was constituted to formulate policies relating to the implementation of the Tata Code of Conduct for Prevention of Insider Trading (the Code), take on record the monthly reports on dealings in securities by the "Specified Persons" and decide penal action in respect of violations of the applicable regulations/the Code

Executive Committee of Board	<b>The Executive Committee of Board</b> reviews capital and revenue budgets, long-term business strategies and plans, the organizational structure of the Company, real estate and investment transactions, allotment of shares and/or debentures, borrowing and other routine matters. The Committee also discusses the matters pertaining to legal cases, acquisitions and divestment, new business forays and donations
Nominations Committee of the Board	<b>The Nominations Committee of the Board</b> was constituted with the objective of identifying independent directors to be inducted on the Board and to take steps to refresh the constitution of the Board from time to time
Donations Committee and Corporate social Responsibility Committee	<b>The Donations Committee</b> reviews and approves donations to non-governmental organisations/non-profit institutions on basis of need and merit. <b>The CSR Committee</b> reviews, monitors and guides the CSR work undertaken across all locations

### Shareholding Pattern of Ordinary Shares and 'A' Ordinary Shares

Category	Ordinary Shares					'A' Ordinary Shares <sup>(2)</sup>	
	As on 31.3.09		As on 31.3.08		%Variance 09 V/s 08	As on 31.3.09	
	No. of shares	%	No. of shares	%		No. of shares	%
Promoters and Promoter Group	<sup>(1)</sup> 187733595	41.73	128819405	33.42	8.31	54082644	84.27
Mutual Funds and Unit Trust of India	12335785	2.74	10160944	2.63	0.11	0	0.00
Government cos., Financial Institutions, Banks and Insurance cos.	69376399	15.43	57079243	14.81	0.62	8196838	12.77
Foreign Institutional Investors	32077806	7.13	65388543	16.96	(9.83)	55450	0.09
NRIs, Foreign cos. and ADRs	87440974	19.44	79068379	20.51	(1.07)	11155	0.02
Others	60868100	13.53	44987440	11.67	1.86	1829568	2.85
<b>Total</b>	<b>449832659</b>	<b>100</b>	<b>385503954</b>	<b>100</b>	<b>0</b>	<b>64175655</b>	<b>100</b>

(1) Out of the above, 612,50,000 shares aggregating to 13.62% of the paid-up capital have been pledged by the Promoters/Promoter Group.

(2) Corresponding figures for the previous year are not available as the 'A' Ordinary Shares were issued and listed during the year.

### Top shareholders (holding in excess of 1% of capital) as on March 31, 2009

#### a) Ordinary Shares

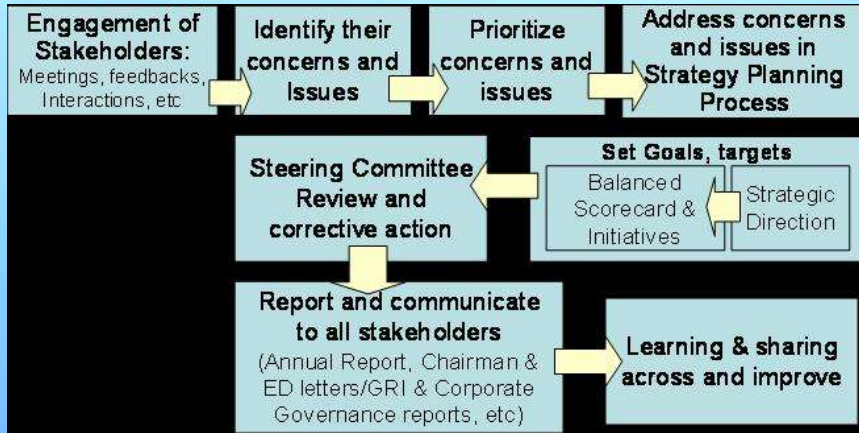
Name of Shareholder	No. of Shares held	% to paid-up capital	Name of Shareholder	No. of Shares held	% to paid-up capital
Tata Sons Ltd.	130168939	28.94	Tata Industries Ltd.	9023297	2.01
Citibank N.A. New York, Depository	58924441	13.10	The New India Assurance Co. Ltd.	4895505	1.09
Life Insurance Corporation of India	46179388	10.27	FID Funds (Mauritius) Ltd.	4866610	1.08
Tata Steel Ltd.	37916139	8.43	Bajaj Allianz Life Insurance Co. Ltd.	4611322	1.03
Daimler Chrysler AG	25596476	5.69			

#### b) 'A' Ordinary Shares

Name of Shareholder	No. of Shares held	% to paid-up capital	Name of Shareholder	No. of Shares held	% to paid-up capital
Tata Sons Ltd.	46762030	72.87	JM Financial Consultants Pvt Ltd	1406255	2.19
IFCI Ltd.	8196720	12.77	Tata Industries Limited	1289042	2.01
Tata Steel Ltd.	5537729	8.63			

## Stakeholder Engagement

Tata Motors recognizes that an active stakeholder engagement process is the key for good governance. For the purpose, a stakeholder engagement process is institutionalized and is summarized in the chart below:



Robust mechanisms have been put in place to facilitate two-way communications with the stakeholders, which is summarized below:

### Shareholders/Investors

A monthly shareholders report is sent to the Board members which describes the shareholding pattern and also the performance of Tata Motors stock with respect to the other automotive companies and the stock indices. The report also highlights the expectations from various equity analysts and the Company's performance vis-à-vis the same. The Ethics & Compliance Committee also reviews on a monthly basis the trading in the Company's shares by the designated employees to ensure that they do not unduly benefit on account of access to unpublished price sensitive information. Investors' Grievance Committee reviews the investor grievance redressal procedure and also proactively gives suggestions/directions to protect the interest of the investor.

On recommendations of the Investors' Grievance Committee, the Company has taken various investor friendly initiatives like sending of reminders to investors who have not claimed their dues, launching an odd lot scheme, sending nominations forms, launching a shareholders' discount scheme, arranging factory visits, etc. Critical feedback, complaints and suggestions received from investors are considered appropriately and addressed.

### Channel partners/Suppliers:

A Supplier Relationship Management programme and Dealer Management System are in place and the Management Committee reviews the programme from time to time.

The key indicators of review are the Supplier coverage and the efficiency of the transactions with the Company. The Company also organizes Supplier’s day/Vendor meets/Channel partner meets where suppliers can touch base with the Board members and share their thoughts and inputs.

**Employees:**

The Management Committee on a very regular basis reviews the employees’ issues. The remuneration guidelines, the employee satisfaction, the employee growth plan and the organization culture are discussed in these meetings. Major employee welfare schemes are put up to the Board for approval. The Board is also kept informed of senior level changes in management, status on signing of Union wage agreements, remuneration of senior executives, etc.

**Customers:**

The Company is also in the midst of implementing a very comprehensive Customer Relationship management program which is reviewed by the Management Committee and the Board sub-Committees from time to time. This program ensures that the Customers are treated in the fair manner by the channel members of the Company and their needs are also captured and responded to through this programme.

<p><b>Customers:</b> Customer meets, Joint programmes – quality or performance improvement, QFD interaction, Interaction with CAC, Dealers, service personnel, etc.</p> <p><b>Dealers:</b> Dealer meets, Joint programmes Kaizen events, Participation in QFD and NPI, Competitor data and analysis, Special training programmes</p> <p><b>Suppliers:</b> Technology Days, Supplier meets, Joint programmes, Kaizen events, Participation in NPI, Competitor data and analysis</p>	<p><b>Operatives:</b> Sunrise and Sunset meetings, Horizontal communications, Horizontal deployment , Weekly/Monthly reviews improvements displays, Self Directed Teams, SGAs, Task forces, Procedures/Control charts, Information Kiosks, SDT competitions</p> <p><b>TM/EG employees:</b> SQDCM/BSC meetings, Horizontal communications, Horizontal deployment, Weekly/Monthly reviewsImprovements displays, Handbooks and manuals, Branded training programmes, Catalogues and CDs</p>
<p><b>Common:</b> Town Hall communications, SC structure, TML Standards, TBEM/CII-Exim forums, House Magazines &amp; Intranets, IS/TS16949 documentation, Inputs from consultants, Share Café, Enterprise Process Manual, IPRs, CFTs/CLTs/Matrix working, Video Films, Kaizen presentations, Benchmark studies, Steering Committee Reviews, internal trainers, Initiative reviews, COPs- e.g. – HR, Audit, accountant, Maintenance, TBEM, Process owners</p>	
<p><b>Tata Group:</b> DES inputs, Tata Group magazines, Joint programmes, Regional forums, Branded programmes, Goa Business Excellence conventions, Strategy inputs, Group mandates (HR and Finance)</p>	

## **Transparency & Disclosures**

To ensure that no conflict of interests arise among the highest governing body, transparency in operations and selection and disclosure policies for governance is maintained. The Board of the company has adopted the 'Code of Corporate Disclosure Practices' according to which the public spokespersons are identified who are responsible in ensuring timely and adequate disclosure of price sensitive information. This Code ensures simultaneous release of information through various mediums of disclosure/dissemination in a transparent and fair manner.

Information is available to the shareholders through Annual Reports and half-yearly communications which are dispatched to them, besides press releases for audited quarterly financial statements, which are also intimated to Stock Exchanges. This information is also available on the company's website.

The 20F Annual Report prepared as per the US regulations and the New York Stock Exchange Listed Manual provides information which is not normally in the public domain *vis-à-vis* other listed companies, is also available on the website of the Securities and Exchange Commission and the Company. The 20-F Annual Report contains information on five-year financial data under US GAAP; risks associated with the Company's business; investments in the Company and relating to ADRs; a business overview which includes sections on the Indian economy and the automotive market and competition; business strategy and operations; a complete product profile; production facilities and distribution network; Research & Development initiatives; intellectual property; legal proceedings; organisation structure; subsidiaries and affiliates; operating and financial review and prospects; capital expenditure incurred and sources of financing; details of the auditors; Board composition and management; governance structure; shareholding pattern; dividend policy; share and ADR price; rights of shareholders; exchange control policy of the Government and taxation as relevant to investors; Chief Executive Officer and Chief Financial Officer certification to the investors and audited consolidated financial statements for the last three years.

To ensure that the company has disclosed relevant, accurate and complete information to its investors and to ensure that the company's financial condition and results of operations in all material respects have been disclosed on a timely basis under the applicable laws, the company has constituted a Disclosure Committee comprising of the senior management as also heads of the larger subsidiary companies.

## **Business with Ethics:**

The Tata Group has always been values driven. The five core values of Integrity, Understanding, Excellence, Unity and Responsibility drive the way we run our businesses. The Tata Code of Conduct (TCoC) which is the ethical road map for the Tata Group is a derivative of the core values.

### **POLICY ON GIFTS**

#### **Background**

Clause 5 of the Tata Code of Conduct enunciates the group's approach towards "Gifts and Donations". It reads "A Tata Company and its employees shall neither receive nor offer or make, directly or indirectly, any illegal payments, remuneration, gifts, donations or comparable benefits which are intended to or perceived to obtain business or competitive favours for the conduct of its business. However, a Tata Company and its employees may accept and offer nominal gifts which are customarily given and are of commemorative nature for special events".

TATA MOTORS Gift Policy is based on the Group approach.

Gifts and business courtesies may be extended at TATA MOTORS' expense, and accepted only if they meet all of the following criteria :

- They are not intended to obtain business or competitive favours;
- They are not in contravention of applicable law; and
- When publicly disclosed, will not be seen as a bribe or illegal payment.

Gifts, received or offered, will be restricted to items of nominal value, like calendars and diaries, bouquets, sweets. Business courtesies received or offered should only be meals in the course of a business meeting.

Any other gifts or business courtesies should be politely declined. Any gifts or business courtesies, which appear to be given as a bribe, should be firmly rejected and reported to the employee's superior.

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### **POLICY ON BRIBERY AND CORRUPTION**

TATA MOTORS is committed to its core value of Integrity. Towards this commitment, TATA MOTORS will ensure that neither the Organisation nor its Employees receive or offer any direct or indirect illegal payments, remuneration, benefits or favours to obtain business or for the conduct of business. Any violation will be treated as a punishable offence.

Tata Motors' employees, channel partners, including suppliers and dealers are all bound by the Tata Code of Conduct (TCoC), through which the company adheres to a strict policy against any corrupt practices. The policy on gifts and donations is also enforced. The clauses of TCoC are summarised in the table below:

1. National interest	14. Use of Tata brand
2. Financial reporting and records	15. Group policies
3. Competition	16. Shareholders
4. Equal-opportunities employer	17. Ethical conduct
5. Gifts and donations	18. Regulatory compliance
6. Government agencies	19. Concurrent employment
7. Political non-alignment	20. Conflict of interest
8. Health, safety and environment	21. Securities transactions and confidential information
9. Quality of products and services	22. Protecting company asset
10. Corporate citizenship	23. Citizenship
11. Cooperation of Tata companies	24. Integrity of data furnished
12-13. Public representation of the company and the Group	25. Reporting concerns

As an employee at Tata Motors, it is obligatory to not only adhere to the code but also to be concerned if there is an actual or possible violation of any clause and to bring it to the attention of the Ethics Counsellor. TCoC is prominently displayed at our establishments and is available in English and vernacular languages at the company's internal website. Moreover, all current and new employees undergo training on TCoC and commit to adhere to the same in writing.

There is robust ethics counsellor process to monitor implementation of TCoC. The TCoC incorporates within its fold, the Human Rights principles, which thus get monitored during the process of monitoring of the former. Employees, as well as outsiders, have the liberty to raise concerns if any, related to the Tata Code of Conduct and the Human Rights Policies thus. Ethics Counsellors, who are present at all locations, address these concerns.

In relation to the process of managing the business ethics, it is of much avail to talk about the Whistle Blower Policy at Tata Motors (whistle blower policy of Tata Motors is available on the company's website at the following link <http://ir.tatamotors.com/pdf/whistle-blower-policy.pdf>). This policy is an extension of the Tata Code of Conduct. The Whistle Blower's role is that of a reporting party with reliable information. The Policy also defines clearly the composition and role of investigators or fact-finders and that of arriving at corrective or remedial action in each given case. The Policy explicitly mentions pre-requisites to ensure that the identity of the Whistle Blower is kept confidential. All employees of the company are eligible to make Protected Disclosures under the Policy.

## ECONOMIC CAPITAL

### Financial Performance

2008-09 was a difficult year faced by the automotive sector globally. The spread of the economic downturn of the Western world significantly affected business environment in India as well. The company faced significant pressure in its domestic and overseas markets. Despite the challenges, the company successfully completed the acquisition of Jaguar and Land Rover and launched the Tata Nano, overcoming serious impediments of a last minute plant dislocation amidst much political turmoil. The financial results are summarized in the table below:

	Financial Year (Rs. in Crores)	
	2008-09	2007-08
(i) Gross Revenue	28599.27	33093.93
(ii) Net Revenue (excluding excise duty)	25660.79	28739.41
(iii) Total Expenditure	23908.35	25807.82
(iv) Operating Profit	1752.44	2931.59
(v) Other Income	925.97	483.18
(vi) Profit before Interest, Depreciation, Exceptional Items & Tax	2678.41	3414.77
(vii) Interest and Discounting Charges		
(a) Gross Interest and Discounting Charges	1073.10	541.56
(b) Adjustment/Transfer to Capital Account	(399.42)	(259.19)
(c) Net Interest and Discounting Charges	673.68	282.37
(viii) Product Development Expenses	51.17	64.35
(ix) Depreciation	874.54	652.31
(x) Exceptional item - Notional Exchange (loss) / gain (net) on Revaluation of Foreign Currency Borrowings, Deposits and Loan Given	(65.26)	160.73
(xi) Profit Before Tax	1013.76	2576.47
(xii) Tax Expenses	12.50	547.55
(xiii) Profit After Tax	1001.26	2028.92
(xiv) Balance Brought Forward from Previous Year	1383.07	1013.83
(xv) Credit taken for Dividend Distribution Tax for previous year	15.29	-
(xvi) Amount Available for Appropriations	2399.62	3042.75
<b>APPROPRIATIONS</b>		
(a) Debenture Redemption Reserve	267.80	-
(b) General Reserve	100.13	1000.00
(c) Dividend (including tax)	345.70	659.68
(d) Balance carried to Balance Sheet	1685.99	1383.07

## Income generating activities

Tata Motors creates economic value not only for the shareholders but also for other stakeholders. It is estimated that worldwide, Transport sector has emerged as the biggest employer \*

1 Commercial Vehicle - employment for 13.3 people

1 Car - employment for 5.3 people

1 Three Wheeler - employment for 3.9 people

1 Two Wheeler - employment for 0.5 people

\* *Source: Automotive Mission Plan 2006-16, Includes: Direct and Indirect Employment*

Besides creating employment through its business operations, the company also invests in communities at large through its initiatives in enhancing employability through vocational and technical training of youth and of women through the Self Help Groups. The company also encourages formation of co-operatives and mentors individuals to enable them to start their own enterprises. In each of the manufacturing units of the company, apprenticeship training programmes are carried out. An overview of the impact of some of these initiatives is given below:

### **I. APPRENTICE TRAINING AT MANUFACTURING UNITS:**

Location	Name of the Apprenticeship Programme	Total Duration	Number of Students (As on March 01, 2009)			
			Year 1	Year 2	Year 3	Year 4
Jamshedpur	Full Term Apprenticeship*	24/36 months (welder being the only trade of 24 months)		47	50	
Pune	Trade Apprentices		121	178	337	14
	Technician & Vocational Apprentices	12 months	307			
Lucknow	National Council for Vocational Training & State Council for Vocational Training**	12/24months			422	
	Full Term Apprenticeship	36months		54		
Uttarakhand	I.T.I Job Trainee***	12 months	54			
	Diploma Technician Apprentice	12 months	229			
Small Car****	On the Job Trainees under MOU with WBIDC & Technical Education & Training Department, West Bengal	15 months	267			
	On the Job ITI Trainees	12 months	484			
<b>TOTAL</b>				2564		

\* Data indicated is as on March 01, 2009. In 2008, 523 students passed out

\*\* NCVT & SCVT students in ITI complete their 3rd year as apprentices in TML each year - at a time batch of 400+

\*\*\* No fresh intake in 2008-09 of the FTAs

\*\*\*\*The above mentioned Apprentices could not be registered due to Plant pull-out from Singur

## **II. TECHNICAL TRAINING THROUGH THE PUBLIC-PRIVATE PARTNERSHIP**

The company partners with the state technical education boards to improve the quality of technical education imparted in various Industrial Technical Institutes across the country. The company proposes to partner with additional ITI each year.

### **Support to the ITI:**

- Redesigning the course content so as to make it more relevant to the current industry requirements
- Training for ITI Instructors within the manufacturing unit on latest technology
- Study visit of ITI Instructors and the Trainees to the manufacturing unit
- Donation of Automobile Cut Section Models, Equipments and Visuals
- Support in organizing Regional level competitions
- Support in Technical Seminar, Career Fare Mela's etc.
- Train the Trainees of local ITI's On-the-job
- Representation by Senior Management at Regional / National level for Core Committees for Technical Education including Chairmanship of the Industry Managing Council of ITI

### **Support from the ITI:**

- Infrastructure
- Trainers
- Day-to-day administration of the Institute

S. No.	Industrial Technical Institute	Students Benefiting
1	ITI Jamshedpur, Jharkhand	89
2	ITI Howrah Homes, West Bengal	350
3	ITI Hooghly, West Bengal	
4	ITI Lucknow, Uttar Pradesh	524
5	ITI Aundh, Maharashtra	1296
6	ITI Dineshpur, Uttarakhand	105
7	ITI Sald Mahadev, Uttarakhand	96
<b>Total Students benefiting from the Public-Private Partnership</b>		<b>2460</b>

### III. SKILL BUILDING IN COMMUNITIES

Employability is one of the thrust areas of Tata Motors social responsibility initiatives. Skill building through vocational and technical training to the village youth is organised both for men and women groups. The impact that such training programmes had in 2008-09 is given below:

Vocational training	1048 youth, of which 570 were women were provided vocational training in computers, farm development, bee keeping, tailoring, embroidery and other trades
Technical Training	1542 youth trained in Mechanic Motor Vehicle, Refrigeration, Electrical, Air conditioning.
Entrepreneurship development	200 entrepreneurs created – mid day meal, garages, honey making, tailors, garage owners.

### IV. INCOME GENERATION THROUGH CO-OPERATIVES

#### Grihini Udyog at Pune:



- Four Branches making automotive components, cable harnessing, utility item making, food products making

- Employment Generated: 1200 women, mainly wives of operative grades & needy community members
- Turnover: Rs. 52.28 million
- Management: All processes internally managed through elected Society members
- Growth: Training through internal trainers – business development through internal team

**Village women employed through Arpan Society for sub-assembly work at Lucknow:**



- 22 women employed in assembly line including widowed and physically differently abled

**Poornima Society:**



- Over 4000 chapattis made and sold everyday to industrial canteens by village women

**Chaitanya Society for recycling of scrap wood:**



- Employment Generated: 350
- Turnover: Rs. 105 million

**Sahjeevan Society for recycling of scrap metal:**



- Employment Generated: 250
- Turnover: Rs. 3.5 million

## V. NATIONAL DRIVING TRAINING AND ALLIED SKILLS INSTITUTE

Tata Motors is also partnering with various state governments to open Driving Training and Allied Skills Institutes across the country. This public-private partnership has been built for a dual purpose of enhancing the employability of youth and for improving road safety by training the drivers.

**National Driving Training and Allied Skills Institute**

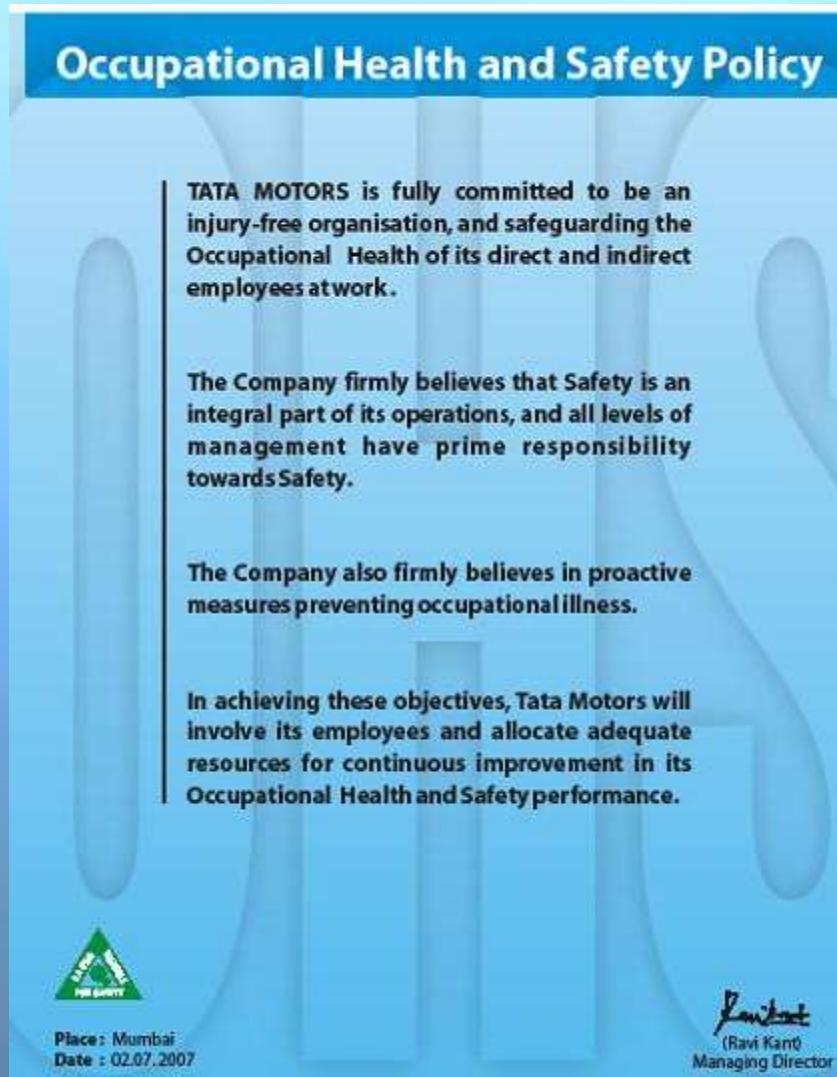
- In partnership with the State Governments
- Punjab Driving Training Institute building ready – to be inaugurated shortly
- MOU underway with Gujarat, Haryana and Orissa governments

**Tata Motors Contribution**

- Chair the Management Committee
- Entire Course Content Development
- Process development for designing, running and revising course flow and administration of the institute
- Selection and training of faculty and administrators
- Selection of students
- Guest lectures by employee volunteers
- Providing vehicles, cut sections, machines and tools

## HUMAN CAPITAL

### Occupational Health and Safety



**Occupational Health and Safety Policy**


**TATA MOTORS is fully committed to be an injury-free organisation, and safeguarding the Occupational Health of its direct and indirect employees at work.**

**The Company firmly believes that Safety is an integral part of its operations, and all levels of management have prime responsibility towards Safety.**

**The Company also firmly believes in proactive measures preventing occupational illness.**

**In achieving these objectives, Tata Motors will involve its employees and allocate adequate resources for continuous improvement in its Occupational Health and Safety performance.**

  
Place: Mumbai  
Date: 02.07.2007

  
(Ravi Kant)  
Managing Director

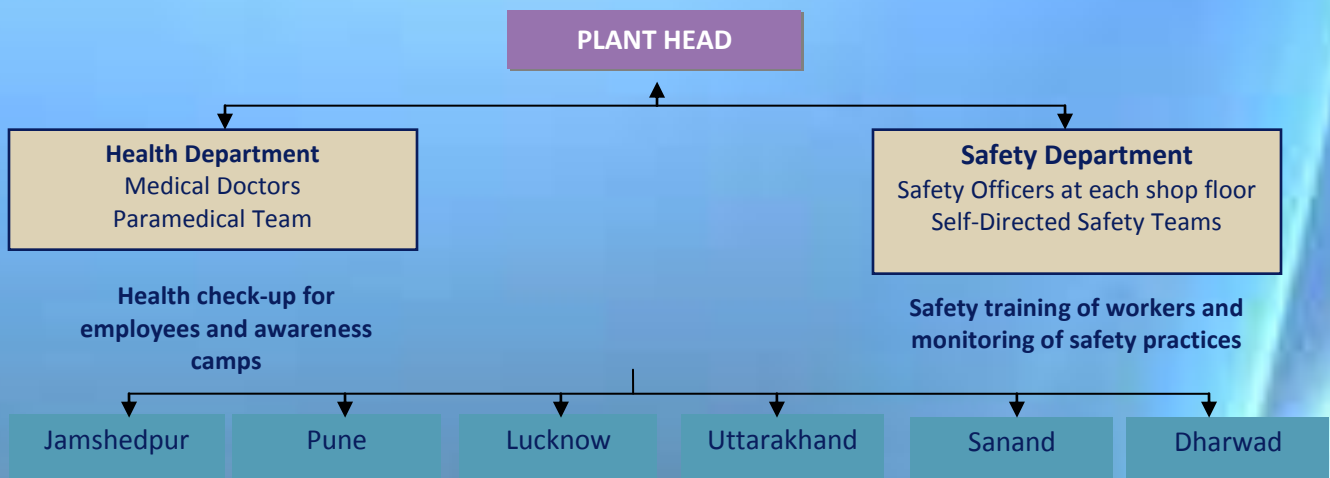
Tata Motors has a Safety Health and Environment (SHE) policy, which encompasses all regulatory norms along with International Labour Organisation recommendations. Tata Motors has a process for reporting, recording, analysis and action on accidents and unsafe conditions. The safety issues are addressed through a bipartite (management and union) arrangement. Safety has been a concern for Tata Motors and the Company is taking steps to reduce the injuries and accidents. All Tata Motors manufacturing units, including the new manufacturing unit at Uttarakhand are certified under Occupational Health and Safety Standards 18801 (OHSAS 18001, 2007 version). OHSAS 18001 is an *Occupation Health and Safety Assessment Series* for health and safety management systems. It is intended to help an organization to control occupational health and safety

risks. It was developed by the Government of India in response to widespread demand for a recognized standard against which to be certified and assessed.

In addition, Tata Motors manufacturing units at Jamshedpur and Pune have been certified Social Accountability 8000 compliant. Clause No. 3 of the SA 8000 pertains to occupational health and safety. A Zero Accident Plan was launched in 2007-08, wherein area ownership was developed by teams comprising of management and supervisory grade workers called Bay Owners. The Bay Owners met twice a week and conducted cross audits and organised awareness building programmes.

### **Management Structure for Health and Safety**

Health & Safety departments are at the facility levels.



**Health and Safety Departments** look after health and safety issues at the plant locations. Joint worker-management representation is present at the Health & Safety Committees.

The Heads of these departments administratively report into the Plant Head of the manufacturing

### **Work Environment**

#### **Employee Benefits:**

##### **(i) Gratuity**

The Company has an obligation towards gratuity, a defined benefit retirement plan covering eligible employees. The plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days salary payable for each completed year of service. Vesting occurs upon completion of five years of service. The Company makes

annual contributions to gratuity fund established as trust. The Company accounts for the liability for gratuity benefits payable in future based on an independent actuarial valuation.

**(ii) Superannuation**

The Company has two superannuation plans, a defined benefit plan and a defined contribution plan. An eligible employee on April 1, 1996 could elect to be a member of either plan. Employees who are members of the defined benefit superannuation plan are entitled to benefits depending on the years of service and salary drawn. The monthly pension benefits after retirement range from 0.75% to 2% of the annual basic salary for each year of service. The Company accounts for the liability for superannuation benefits payable in future under the plan based on an independent actuarial valuation.

With effect from April 1, 2003, this plan was amended and benefits earned by covered employees have been protected as at March 31, 2003. Employees covered by this plan are prospectively entitled to benefits computed on a basis that ensures that the annual cost of providing the pension benefits would not exceed 15% of salary. The Company maintains a separate irrevocable trust for employees covered and entitled to benefits. The Company contributes up to 15% of the eligible employees' salary to the trust every year. The Company recognizes such contributions as an expense when incurred. The Company has no further obligation beyond this contribution.

**(iii) Bhavishya Kalyan Yojana (BKY)**

Bhavishya Kalyan Yojana is an unfunded defined benefit plan. The benefits of the plan accrue to an eligible employee at the time of death or permanent disablement, while in service, either as a result of an injury or as certified by the Company's Medical Board. The monthly payment to dependents of the deceased / disabled employee under the plan equals 50% of the salary drawn at the time of death or accident or a specified amount, whichever is higher. The Company accounts for the liability for BKY benefits payable in future based on an independent actuarial valuation.

**(iv) Post-retirement Medicare Scheme**

Under this scheme, employees get medical benefits subject to certain limits of amount, periods after retirement and types of benefits, depending on their grade and location at the time of retirement. Employees separated from the Company as part of Early Separation Scheme, on medical grounds or due to permanent disablement are also covered under the scheme. The liability for post-retirement medical scheme is based on an independent actuarial valuation.

**(v) Provident fund**

The eligible employees of the Company are entitled to receive benefits under the provident fund, a defined contribution plan, in which both employees and the Company make monthly contributions at a specified percentage of the covered employees' salary

(currently 12% of employees' salary). The contributions as specified under the law are paid to the provident fund and pension fund set up as irrevocable trust by the Company or to respective Regional Provident Fund Commissioner and the Central Provident Fund under the State Pension scheme. The Company is generally liable for annual contributions and any shortfall in the fund assets based on the government specified minimum rates of return or pension and recognises such contributions and shortfall, if any, as an expense in the year incurred.

**(vi) Compensated absences**

The Company provides for the encashment of leave or leave with pay subject to certain rules. The employees are entitled to accumulate leave subject to certain limits, for future encashment. The liability is provided based on the number of days of unutilised leave at each balance sheet date on the basis of an independent actuarial valuation.

**Positive Environment:**

Good quality of work life is maintained through various welfare measures such as:

- Canteen/transport facility for employees
- Higher education is encouraged which in turn helps employees for career progression as well
- Various loan schemes are operational for housing, car and facilities
- Safety training is compulsory to ensure a culture of safety among workers. Safety audits are conducted to ensure the effectiveness of the process and up-keep of the safety equipments is regularly carried out. Personal safety and work place safety is ensured through well defined processes. The disaster recovery plan/ risk mitigation plans are also in place.

A classic example of Tata Motors' commitment to work environment is Jamshedpur. Jamshedpur, the industrial hub of Jharkhand has the Tata Nagar station and the Tata airport. Tata Motors supports hospitals and schools for the benefit of easy access and good quality for its employees. Tata Motors has instituted various scholarship programmes for the students to assist them for higher studies. Extra-curricular activities and sports are also enthusiastically promoted. In this regard, events are organised, sports grounds maintained and sports coaching provided to the students to hone their skills. The company has also built roads, parks and housing with full facilities for its employees. A Tata Motors Club serves as the hub of social activities in the evenings and from screening of movies, to get-togethers to various competitions and cultural programmes give an exclusive flavour for the Tata employees. The entire municipal duties in the town are carried out by the Tata companies and the government has made Tata Motors the resource agency for environmental projects for thirteenth consecutive year in 2007-08.

## Labour Relations

Tata Motors believes in the mutual growth and sustainable development of its employees and strives to promote cordial and harmonious industrial relations by giving employees adequate platforms to voice themselves and be a vital part in the decision making process.

In keeping with the spirit of the Constitution of India wherein Right of Association is a Fundamental Right, Tata Motors respects the right for association of its employees and has constructive relationship with trade unions at all locations. Employees are encouraged to join the Trade Unions, as it believes that most individual and collective grievances can be resolved through bipartite forums. This has led to good industrial relations. With its collaborative approach to company union, Tata Motors has not faced legal action regarding anti-union practices.

Approximately 15000 of our permanent employees, who come under the unionised category, are covered by collective bargaining agreements. These agreements include health and safety provisions along with compensation structures in the form of a Memorandum of Understanding (MoU) between the management and the representing Union as per the provisions of the applicable labour legislations. These MoUs are signed every three years after negotiations between representing committees of the union and the Management.

While the union membership may vary from each location, all eligible employees, irrespective of his membership, enjoy the benefits as agreed in the MoU. While the existing grievance handling process takes care of issues of temporary employees, the recognised Unions also take up their issues.

Procedures involving information, consultation and negotiation with employees is given below:

Interaction Level	Frequency
Business Unit Level <b>Managing Director, Executive Director (Business Unit Head)</b>	<b>Annual</b>
Plant Head <b>Senior VP/ Direct Reports</b>	<b>Monthly Periodically</b>
Divisional Level <b>GM/ Direct Reports</b>	<b>Monthly</b>
Factory/Department Level	<b>Monthly</b>

Divisional Head/ Factory Head/ HR	Weekly
Centre of Excellence owners / HRO	Need Based one-to-one interaction

Further, the company has also introduced the culture of Self Directed Teams in the shop floor.



### Training and Development

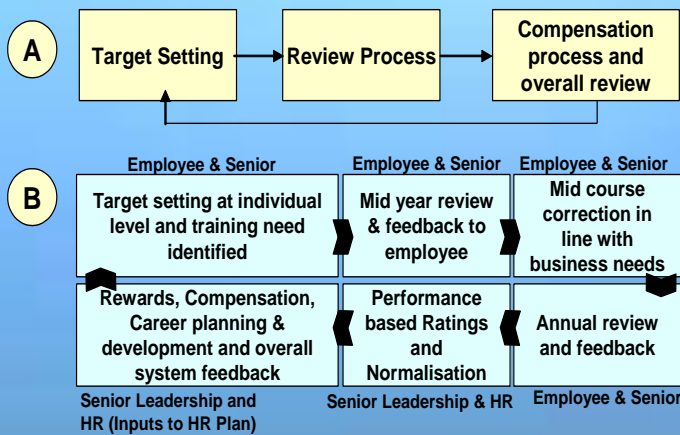
All employees are evaluated based on performance and merit. The company has customized the Performance Management System (PMS) for the requirements of different categories of employees-managerial, supervisors and bargainable employees. In the PMS system, Individual performance plans are cascaded from the Balance Score Card down to the smallest work unit, bringing business and customer focus to all levels and teams. Monthly and mid-course half yearly reviews are held to ensure resources; targets and training are in alignment with business needs. Employees have an opportunity to develop their own view of their performance and discuss it with their supervisor. Formal evaluation ratings are assigned at the end of the year. PMS instills a high performance culture in the organisation.

Competencies of successful executives are used as input to project the 'Pen portrait' of the ideal incumbent. To track the state of readiness and migration paths, the succession planning process includes colour coding for potential successors. This helps in arriving at the best fit.

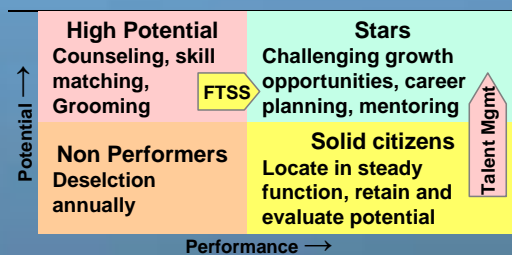
The process is reviewed periodically for status of successors and for process improvements. In case a successor is not identified from the Department and Talent Pool, an internal advertisement is released. If the position cannot be filled internally, a suitable candidate is selected through External Advertisement.

All employees have the opportunity to advance their careers. The Company administers career progression through the PMS system for managerial employees. All employees have the opportunity of moving to higher levels. This is based on their personal preparation and desire to move, windows of opportunity and a fair selection process, as under:

### Overall PMS Approach

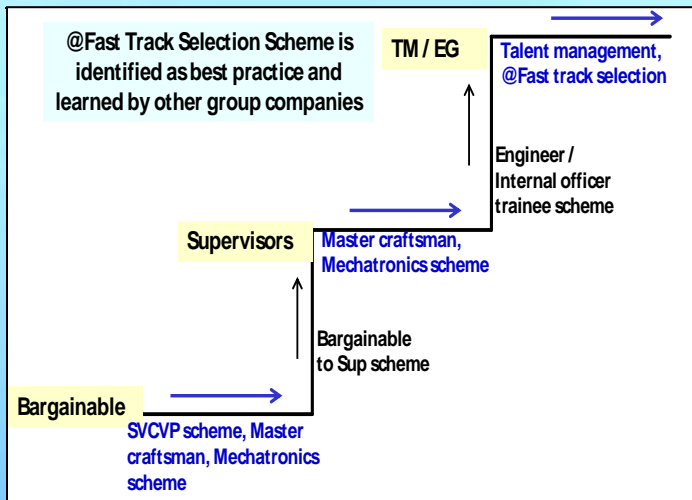


### Creating High Performance



Apart from regular progression, other methods used for Fast track career progression are depicted below. This helps the Company in building a resource for key areas and challenging assignments.

## Career Progression Methods



## Gender Diversity

### POLICY ON EQUAL OPPORTUNITY AND NON-DISCRIMINATION IN EMPLOYMENT

As part of its Recruitment Practices, TATA MOTORS is committed to provide Equal Opportunity to all eligible applicants for employment without any discrimination against their gender, race, religion, caste, colour, ancestry, marital status, nationality and disability.

Opportunity for employment will be solely based on eligibility and merit of the applicant. Career growth opportunities will be based entirely on Individual merit.

### POLICY ON SEXUAL HARASSMENT

TATA MOTORS will ensure that its employees do not face any Sexual Harassment.

Any unwelcome behaviour, such as physical advances, demands and requests with sexual connotations, verbal comments and/or non-verbal conduct of sexual nature interfering with the discipline at workplace will be regarded as Sexual Harassment and will be treated as a punishable offence.

This conduct includes :

- Unwanted physical contact or conduct of any kind, including physical contact, advances or propositions;
- Verbal harassment of a sexual nature, such as lewd comments, jokes or references and offensive personal references;
- Demeaning, insulting, intimidating, or suggestive comments (oral or written) about an individual's personal appearance or electronically transmitted messages;
- The display in the workplace of demeaning, insulting, intimidating or suggestive objects, pictures or photographs.

Number of full-time employees	23638
Number of employees on contract	1150
Percentage of permanent female employees	2.81%

There are multiple steps taken to ensure that there is conducive environment for female employees. The statutory obligations in this regard are abided by. Through various policies like sexual harassment policy and the respective committees set up under such policies, implementation and complaint resolution is effectively managed.

Industrial Relation officers are at every shop floor in the manufacturing units and ensure that the working environment is friendly for women employees. All infrastructural facilities, including crèches at the manufacturing units are provided for women. Alternative mechanism of the Ethics Counsellor process can also be accessed by the female employees and adequate measures are taken to spread the awareness regarding the redressal opportunities available.

In order to improve the gender representation, campus hiring is done from the technical and business schools. Merit being equal, preference is given to female applicants.

### **Employee Volunteering**

Tata Motors recognizes the learning opportunities and the sense of self-fulfillment that volunteering contains and therefore encourages the same amongst its employees. CSR at Tata Motors is an employee driven activity and where large-scale activities are not possible, employees are encouraged to spend time with the underprivileged people through non-governmental organisations where we share skills and expertise of sorts to build capacity and assist the needy.



More than 3000 man hours contributed by employee volunteers for social and environmental development through volunteering

## SOCIAL CAPITAL

### Community Development Initiatives

Tata Motors is committed to improving the quality of life of communities by working on four thrust areas – employability, education, health and environment. The activities touch the lives of more than a million citizens.

### Management Structure for Community Development Initiatives

**POLICY ON HUMAN RIGHTS**

TATA MOTORS believes in and respects Human Rights as enunciated by the International Labour Organisation.

TATA MOTORS is committed to protect the Human Rights of its employees while dealing with them in all the activities falling under the relationship of 'Employer' and 'Employee'.

Decision to seek employment rests with the individual only, and it is completely voluntary. TATA MOTORS does not and will not allow or encourage Compulsory or Forced Labour in any of its processes and practices.

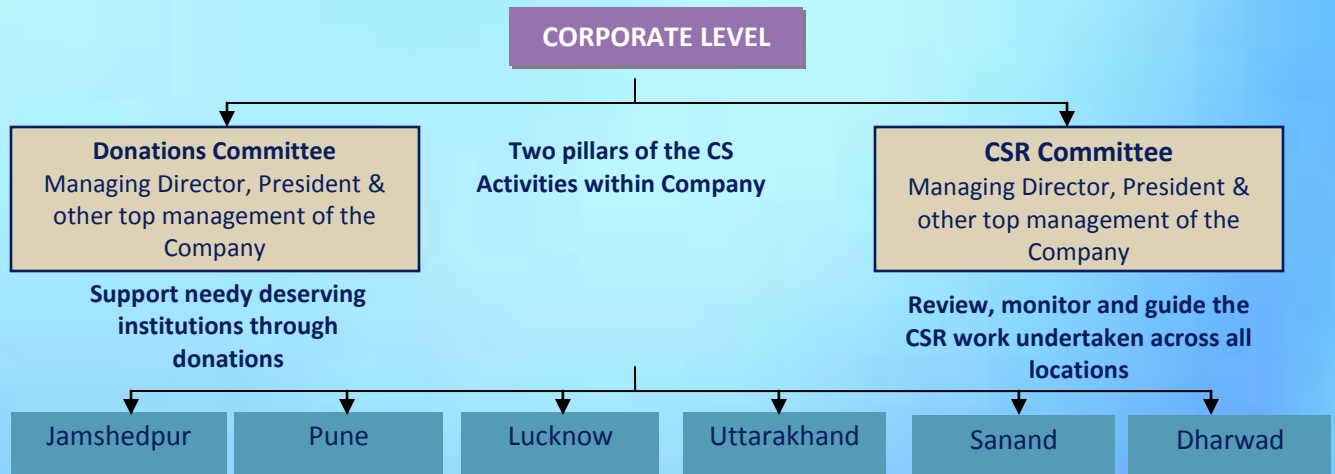
TATA MOTORS respects the right of its eligible employees to organise for the purpose of Collective Bargaining as well as their right to support or oppose the labour union recognised by TATA MOTORS.

TATA MOTORS respects the definition of Child Labour as mentioned in the guidelines of International Labour Organisation. TATA MOTORS will not engage any person under the age of 18 years (legal age of employment) for any operations or services (as presented in law) unless it is part of government approved job training or apprenticeship programme.

TATA MOTORS honours the right of its employees to choose and decide the extent of their involvement in Political Activities in their Personal Time.

TATA MOTORS expects its Channel Partners and Contractors to adhere to business principles consistent with its own.

The company's Corporate Social Responsibility (CSR) departments are at both the corporate and the facility levels.



**CSR Departments** look after CSR at plant locations. These are independent departments that cater to varied conditions and contexts of the region in which the manufacturing unit is located.

The Heads of the CSR departments at each manufacturing unit administratively report into the HR Head of the manufacturing unit, which in turn reports to the Plant Head. The CSR department at facility level, functionally report to the Corporate CSR Head.



The starting point for any community development initiative is the conducting of surveys through administering questionnaires during home visits, conducting focused group discussions along with key informant's interviews for understanding the socio-economic and cultural milieu of the villages. The compilation of the baseline data is followed by an active engagement process with the communities to identify and prioritize the felt needs of the community at large. Once needs are prioritized, community development programmes are designed, resources identified and allocated before the projects are implemented.

Implementation of the programme differs at locations. Initiatives are implemented through Tata Motors' supported organizations in Jamshedpur (Gram Vikas Kendra for rural development; Nav Jagrat Manav Samaj for treatment and rehabilitation of leprosy patients; Parivar Kalyan Sansthan for health care of communities and Shiksha Prasar

Kendra for educational initiatives) and Lucknow (Samaj Vikas Kendra for rural development and Jan Parivar Kalyan Sansthan for health initiatives). The CSR department directly implements projects at other locations. At almost all locations, including the non-plant locations, partnership is forged with non-governmental organizations for implementation of community development initiatives.

### **Impact of Community Development Initiatives 2008-09**

The company's support on education and employability is focused on youth and women. They range from schools to technical education institutes to actual facilitation of income-generation. For example, we create school infrastructure, support teachers' training, provide scholarships and help organisations, working among the disadvantaged or special children, with our vehicles. At higher levels, the company partners with Industrial Training Institutes to help impart industry-relevant training. Yet another plan has been initiated to open Driving Training Institutes, in association with interested state governments. Women have been trained in appropriate skills and facilitated to establish cooperative societies, manufacturing a diverse range of items from traditional food items to components for our vehicles.

In health, our intervention is in both preventive and curative health care. The company provides vehicle support to relevant organisations. It also runs its own programmes, through mobile health clinics, for prenatal care for expectant mothers, immunisation of children, and general health check-up. To ensure sustainability of the gains, health workers from the community are trained for continuous assistance. Safe water being key to health, permanent infrastructure is created where necessary. Simultaneously, sanitation is being improved directly at the household level.

In environment protection too our goal is to achieve sustainability. We believe this can be achieved through generating greenery, conserving water and creating new water bodies and, last but not the least, by introducing appropriate technologies in our vehicles and operations for constantly enhancing environment care. These activities of the company have an impact on both rural and urban areas, ranging from wells and check-bunds in remote villages to green belts and lakes in urban habitations.



## Health

Curative & preventive health services	Over 5 lakh community members benefited so far - 2500 patients covered by trained Village Health Workers
Low Cost Toilets	More than 5000 so far
Cleanliness drives	4000 villagers participated in 2008-09



## Education

Infrastructure development, facility upgradation and donations	100 schools benefited
Extra curricular activities for overall personality development	More than 50,000 students so far
Scholarship for higher studies	More than 500 students annually
Teachers training for improving the quality of education	Training module developed for Anganwadi teachers in 2008-09





## Employability

Vocational training	1048 youth, of which 570 were women in 2008-09
Technical Training	Over 5000 youth trained in MMV, refrigeration,
Entrepreneurship development	200 entrepreneurs created in 2008-09 – mid day meal, garages, honey making, tailors, garage owners, etc.



## Environment

Increasing the green cover	More than 10million trees
Increase irrigational facilities for agricultural development	132 ponds created in 2008-09
Reduce GHG through promotion of alternate fuel resources	17 bio-gas plants constructed in 2008-09



## Affirmative Actions for the socially disadvantaged

Tata Motors undertakes special initiatives for protecting the interests of the socially disadvantaged sections of the population, the scheduled castes (SC) and scheduled tribes (ST). An overview of some of the Affirmative Actions taken by the company in 2008-09 is given below:

Affirmative Action	Status Update for 2008-09
Entrepreneurship Development	13 entrepreneurs created in total, of which 3 are ST from Mechanic Motor Vehicle (MMV) Trade Course and 1 ST youth in Jamshedpur (opened own shop)
Employability	<ul style="list-style-type: none"> <li>The Company has statutorily reserved seats for SC/ST students (under the Apprentice Act 1995) and trained over 400 youth in its manufacturing units under various apprenticeship programmes in 2008-09</li> <li>Batch of 2008-09 for the Mechanic Motor Vehicle Trade Course at Sakwar includes 42 students, of which 36% belong to SC/ST category. The intake therefore is double than the previous year</li> <li>58 SC/ST youth trained in computers and mushroom cultivation, of</li> </ul>

	which 44 were women belonging to ST category
Education	Scholarship programme, <i>Vidyadhanam</i> , instituted in 15 schools in villages of the project area of Pune manufacturing unit as part of the Affirmative Action programme. 111 students awarded scholarships for higher studies under the programme in June 2008. Of these awardees, 76 belong to SC/ST. It is an educational assistance programme not a financial scholarship per say
Employment	<ul style="list-style-type: none"> <li>• Final placements of MMV Trade Course pass outs from Sakwar, Thane at Tata Motor's dealerships co-ordinated by Tata Motors' employee volunteers.</li> <li>• As part of the Rain Water Harvesting project undertaken by the Company at Jamshedpur, covered under Micro Economical Social Organization (MESO), a central government aided programme meant for socio-economic upliftment of SC/ST population, 2 new ponds were added to the existing 10 ponds during the year. Total work generated in the project this year was 2000 man days, benefiting 52 tribal families</li> </ul>
Miscellaneous	<ul style="list-style-type: none"> <li>• Supplementary diet and health care provided 120 students, not covered by ICDS programme in Pune</li> <li>• Curative and preventive health care provided to more than 10,000 SC/ST villagers in the project areas of Jamshedpur, Pune and Lucknow manufacturing units</li> <li>• Quality of work for over 3000 SWACH- [a cooperative of Recycling Agents (Waste Pickers)] workers improved through innovative designing of waste collecting carts by the Engineering Research Centre of Tata Motors.</li> </ul>

## NATURAL CAPITAL

Tata Motors has incorporated environmentally sound practices – in its processes, products and services. The 'precautionary approach' to environmental protection is embodied in the 'Environmental Policy' of the Company. The Policy articulates top management commitment to continually improve Tata Motors' environmental performance.

The image shows a document titled 'Environmental Policy' with a red flower icon in the top left corner. The text states that Tata Motors reaffirms its commitment to minimize the adverse impact of its products, operations, and services on the environment. It lists seven key objectives: 1. Establish sound environmental objectives and targets and a process of reviewing them. 2. Comply with all applicable legal/regulatory and other environmental requirements. 3. Reduce the emission levels of vehicles in full compliance of the regulatory norms and proactively work with the Industry, Government, other related industries and agencies to bring in international best practices. 4. Use of environmentally sustainable technologies and practices for prevention of pollution and the continual improvement in environmental performance. 5. Conserve natural resources and energy by minimising their consumption and wastage. 6. Minimise waste generation, enhance recovery and recycling of material and develop Eco-friendly waste disposal practices. 7. Building awareness of our work force, customers and vendors on environment issues. At the bottom, it states that this policy has been communicated to all employees and shall be made available to the public/stakeholders on request.

**Environmental Policy**

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

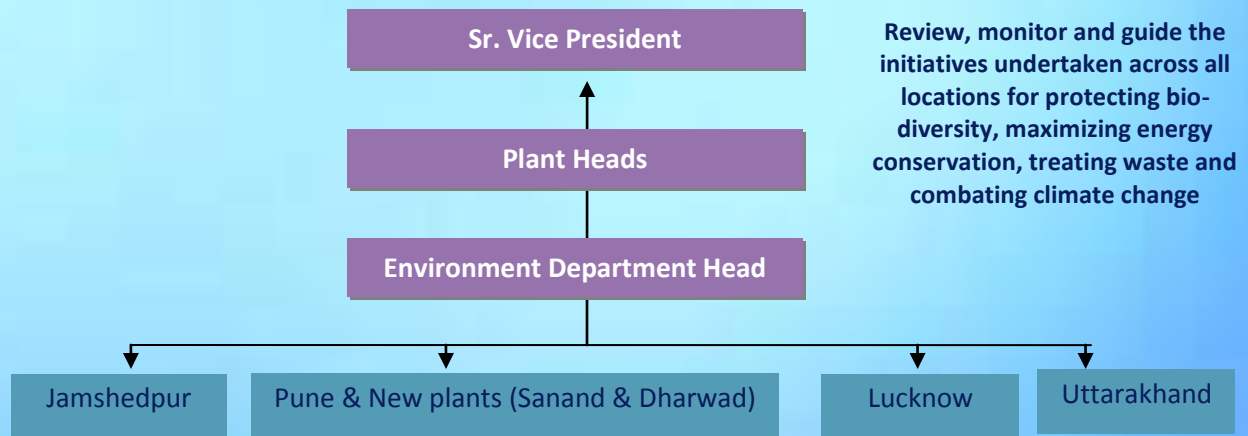
**Towards this end, it shall strive to :**

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

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

### Management Structure for Managing Environment

Environment Department exist at the facility levels at the manufacturing units of the company.



**Environment Departments** look after environment protection and energy conservation in and around the manufacturing units.

The Heads of these departments administratively report into the Plant Head of the respective manufacturing unit, which in turn reports to the Sr. Vice President.

One of the biggest challenges the organization faces today as an environmental and social challenge is the impact of climate change. For Tata Motors the exposure to climate change is from many sides. The emissions from the factories are small when compared to the carbon footprint that is generated by the vehicles sold. About 70% of its carbon footprint is due the vehicular emissions.

With this social responsibility in mind, the company is acting and proposes to continue on various fronts to reduce its carbon footprint. It is continually developing low carbon emission, fuel saving technologies which will help reduce the emissions. Development of CNG vehicles, electric vehicles and hybrids are at the forefront of the company's efforts towards this end. The company also strives to reduce the carbon emissions in its plants by various means. Some of the greening initiatives by the company are highlighted below.

### **Green Initiatives with Channel Partners**

The company is looking at encouraging and supporting its channel partners viz. dealers and vendors to follow this ethos. Green Dealerships is a key initiative which is being taken by the customer care teams of both business units. In addition to the greening of company's channel partners, the company is also proposing to ensure that its supply chain and dealers are socially responsible as well. For the purpose, the company is exploring opportunities of implementing SA8000 in the supply chain and dealer network. Currently the suppliers and dealers take an undertaking of adhering to the Factories Act. The company proposes to conduct audits for ensuring the same in the near future.

Steps taken by the company to help the suppliers and distributors become more socially and environmentally responsible and to improve the efficiency of operations are as under:

1. 20 minute info-module prepared and shared with vendors and dealers on the science, impacts, causes and abatement of Climate Change.
2. Shared Energy Conservation ideas that are working effectively in Tata Motors.
3. Collected environment and energy related data through a format questionnaire from Tier-I Vendors and estimated carbon footprint attributable to Tata Motors.
4. Encourage and implement recyclable packaging
5. Organize and encourage tree plantations drives
6. Conduct various operational efficiency improvement programs at vendors end to increase productivity / reduce rejection and rework, improve space utilization. This includes Kaizen activities and Vendor Support Centre activities.

In addition, the company has well developed Supplier and Dealer Assessment Processes to take care of issues related to social aspects, which are made a part of the selection process for dealers and suppliers of the company. All legal and regulatory requirements need to be fulfilled before final selection. The company also periodically audits the job contractors for adherence to labour laws and other statutory requirements, such as payment of minimum wages, Provident Fund and Gratuity etc. The company also has a special Contracts Cell and Price Panel, which conducts regular compliance audits of contractors and suppliers to ensure their adherence to legal enactments.

The company goes a step further by reviewing its compliances via the Sorbarnes-Oxely Act. A further audit is served through the implementation of Social Accountability 8000 standards across the three main manufacturing units of the company. SA8000 certification is provided post an external audit of the company's facilities and value to ascertain the absence of forced/compulsory labour, possibility of child labour and adherence to payments of minimum wages, etc.

### **Green Product Design**

Tata Motors is the leading vehicle manufacturer in India, offering products operating on diesel, gasoline, CNG, LPG and bio-fuels.

Exhaust emissions including CO<sub>2</sub> emissions is considered to be a primary contributing factor to urban air pollution and global warming. Of the total volume of emissions associated with the life cycle of an automobile, from material sourcing to recycling of end-of-life vehicles, the largest portion of such emissions occurs when the vehicle is on the road during its use phase. Tata Motors considers controlling on-road emissions as one of the most significant technological, financial and business challenge. While the company is working on developing fuel cells and other technologies of the future, we

are also working to reduce emissions from vehicles being manufactured currently, through highly efficient engines and technologies.

In view of global competitiveness, business challenge is to design and develop safe and affordable fuel efficient and alternative renewable energy vehicles after detailed feasibility study, taking into account the socio-economic and environmental impact assessment of the products. Tata Motors is increasingly investing in design and development of fuel efficient and alternative energy vehicles and is also implementing new advanced technologies to increase efficiency of internal combustion engines. Although these new technologies for reducing emissions are expensive, the savings in fuel compensates the high cost of advanced fuel efficient technologies.

At Tata Motors, the commitment to developing environment friendly and sustainable products is in an accelerated phase. It is involved in several initiatives in the area of alternate fuel. Expert teams are working on following special projects involving environment friendly technologies using alternative energy vehicles at the company's Engineering Research Center at Pune and Jamshedpur;

**Hybrid Electric Car:** Hybrid Electric car is being developed. The concept vehicle has been demonstrated while prototypes are under development.

**Electric Traction System for Buses:** An Electric Traction System for Buses which is an all-electric power train using motors and inverters for driving the motors is being developed.

**Hybrid Bus:** A Diesel/CNG hybrid bus as first application of the Electric Traction System is also being developed.

**Fuel Cell Bus:** Fuel cell Bus is a derivative of an Electric Bus, in that the electric power source is a fuel cell.

**Electric Car:** The company is developing an Electric Car based on Indica platform targeted at European markets where there is surplus electricity generation from renewable sources. The vehicle would use high energy density batteries to give a meaningful driving range between charges.

**Electric Small Commercial Vehicle:** An all-electric small commercial vehicle is under development for North America and Europe.

**Bus Rapid Transit System:** This system developed by Tata Motors based on use of low floor CNG buses with high capacity is a sustainable solution for mass transportation problems in metro cities in India like Delhi, Mumbai, Bangalore, etc. It proposes the use of special lanes on the routes reserved for such buses to facilitate faster movement of buses and is based on Intelligent Transportation System model (ITS). It is enabled by

Information, Communication, Smart Card and GPS technologies to provide better service to commuters.

Apart from the above, Tata Motors has successfully implemented Lead free wheel balance weights, lead free printing inks, lead free bulbs, alternate designs/coatings for hard chrome plating, cadmium plating, lead free coatings for fuel tanks, lead free carbon brushes for electrical motors, etc.

Asbestos free brake pads and clutches have been introduced in many of our products. In addition, water based paints are being used instead of solvent based paints to avoid VOC emission. Work is going on for reducing/elimination of hexavalent chromium for corrosion preventive coatings and development / implementation of lead free bearing shells and bushes.

Tata Motors is working with the steering committee of National Hydrogen Energy Board to find the ways to harness hydrogen - potential energy of future. India is a signatory to the World Forum of United Nation's of Economic Commission (UNECE) for Europe. Tata Motors is also participating actively in the following National Committees which are working on formulating policies and regulations for improvement of environment including GHG reduction, throughout the country:

- 1) Expert Committee on Air Quality Monitoring, Emission Inventory and Source Apportionment Studies for Indian Cities and Vehicular Pollution Control, constituted by Central Pollution Control Board, Delhi.
- 2) Technical committee for Heavy-duty Diesel Retrofit Demonstration Project, constituted by National Environmental Engineering Research Institute (NEERI), Mumbai.
- 3) Steering Committee for Mobile Air Conditioning Assessment Project, constituted by TERI, Delhi.
- 4) Expert Committee on formulation of Auto Fuel Policy headed by Dr. R. A. Mashelkar and revision of Auto Fuel Policy by Ministry of Petroleum & Natural Gas.
- 5) Sub-committee on CO2 emission norms of Union Ministry of Shipping, Road Transport and Highways of India, along with Automotive Research Association of India (ARAI).
- 6) Working Group on Automotive Mission Plan of Ministry of Heavy Industries & Public Enterprises, released in December 2006.
- 7) Coordinated Automotive Research initiative of Department of Science & Technology of Government of India, for developing the National Hybrid Propulsion Platform programme.
- 8) Ministry of New & Renewable Energy, Government of India (GoI), is promoting and assisting technology development for GHG reduction by way of increased usage of Biodiesel. TML is engaged in this initiative of GoI and currently running number of engine and vehicle programmes to commercialize usage of Biodiesel

as soon as the same is made available to the general public by oil marketing companies.

Tata Motors has been continuously launching environment friendly products in the markets by using the latest technologies available. While a number of models are already available with the LPG and CNG technologies, the Company is also actively pursuing electric vehicles programmes. Further, the Company is committed to meet all emission norms in its products that are enforced from time to time in India and the international markets where it operates. This is evident from the fact that the small car Nano, which is not only the most fuel efficient car, but also designed to meet BS-III emission standards despite the stiff cost targets of the project.

In January 2008, Tata Motors unveiled its People's Car, the **Tata Nano**, which India and the world have been looking forward to. A development, which signifies a first for the global automobile industry, the Nano brings the comfort and safety of a car within the reach of thousands of families.



Designed with a family in mind, it has a roomy passenger compartment with generous leg space and head room. It can comfortably seat four persons. Its mono-volume design will set a new benchmark among small cars.

Its safety performance exceeds regulatory requirements in India. Its tailpipe emission performance too exceeds regulatory requirements. In terms of overall pollutants, it has a lower pollution level than two-wheelers being manufactured in India today. The lean design strategy has helped minimize weight, which helps maximize performance per unit of energy consumed and delivers high fuel efficiency. The high fuel efficiency also ensures that the car has low carbon dioxide emissions, thereby providing twin benefits of an affordable transportation solution with a low carbon footprint.

## **Green Manufacturing**

### **Advanced Technology adoption for CO<sub>2</sub> abatement**

- Gas fuels having lower CO<sub>2</sub> intensity used for process heat requirements in Paint Shops.
- New Paint Shops incorporate heat recovery systems - VOC Incinerators / Recuperative Thermal Oxidizers which also reduce solvent emissions significantly.
- Shop integration with conveyor movement of aggregates, eliminating need for physical movement between shops.
- Central Compressor House incorporates Intermediate Controller Unit for demand side management.
- Advancements shared and replicated in all new Greenfield locations.

### **Tree Plantation**

As part of its commitment to contribute towards CO<sub>2</sub> abatement, Tata Motors takes large tree plantation drives within its own facilities and in the communities.

- In-house green-belt of approx. 5 lakh mature trees on premises “sinks” 10,500 tCO<sub>2</sub>e (estimated) annually.
- Tree plantation commenced since 1964 for purpose of greening premises at all manufacturing units.



### **Waste Management**

The wastes are disposed by various pathways depending on their hazard characteristics. These disposal pathways include - direct incineration, direct landfill and landfill after treatment. All hazardous wastes are disposed through an Authorised Common Hazardous Waste Treatment Storage and Disposal Facility (CHWTSDF).

Tata Motors does not import or export hazardous wastes. However, Scrap Material generated in various production processes like waste or used/waste oil, non-ferrous metal and scrap lead acid batteries defined as "hazardous" in Schedule-4 of Hazardous Wastes (Management & Handling) Amendment Rules 2003 are sold to the MoEF/CPCB Registered Re-cyclers/ Re-refiners/ Re-processors only.

Tata Motors is pursuing various projects to recover energy from hazardous wastes or to recycle them into useful end products. Experimental trials to recycle paint sludge into general purpose paint have been successful and work is on to scale up trials. The possibility of energy recovery from high calorific value hazardous wastes is also being jointly explored with cement manufacturing companies.

### **Water Management**

Reduce, reuse and recycle. They are the three Rs that Tata Motors has been using literally when it comes to water management.

An extremely hazardous product to the environment if released untreated, the waste industrial water from manufacturing units are all channeled to the effluent treatment system which conditions used water through many stages, including biological and chemical processes. The staff in charge of the treatment system regularly tests water in the plant laboratory to ensure that the treated water is of the optimum pH level.

Recycled water is then used for horticultural purposes within the plant. Part of them is channeled back into eco-lakes, which are home to species of birds and fishes. Part of them is also transported through tankers to the water reservoirs within the plant which are used for fishery. In addition, sludge - a by-product from the sediments of the waste water, is reused after processing into bricks and paint.

Through its effort to protect the environment, the company strives to be a responsible corporate citizen by taking proactive stand towards industrial waste disposal.



**Bricks made from sludge, a by-product of the effluent treatment system.**



**Sludge drying beds. The product will be used for making recycled bricks and paint.**

### **Product Responsibility**

1. Recyclability & Recoverability Regulation at “End of Life vehicle”
  - a. To meet European directive on “recyclability” and “hazardous substances.
  - b. To ensure environmentally sound recycling and final disposal of the vehicle at the end of the life vehicle in European countries.
  - c. Providing technical information on Dismantleability of the vehicle to the dismantler for use at “End of life vehicles”.
  - d. Improve communication to all stakeholders including suppliers.

- e. Update standard on “Design for Dismantleability & Recyclability of the vehicles”. This is for use by all concerned agencies to ensure regulation compliance.
2. Extended drain period for axle & gearbox oils: Vehicle Trials for further enhancement in the drain period of axle & gearbox oil are in progress

### **Ensuring safety during the use or storage of the product**

At every dealer’s location, Tata Motors prescribes a minimum storing area for parts and lubricants. Every lubricant room is mandated to have two fire extinguishers. Disposal of oil is done through authorized vendors only.

### **Facilitating after-sale services**

1. Introduction of Technical Helpdesk (THD) – dealers have direct access to the THD, where they can upload any technical query related to any vehicle held at the workshop for want of technical inputs. The THD gets back to them within 24 hrs with the solution (performance of THD is also tracked through CRM DMS).
2. Introduction of Spares Helpdesk (SHD) – on lines of THD, SHD have been formed, where dealers can put all their queries related to Parts (wrong supply, mismatch, Part No., etc.) to the centralized SHD. SHD is required to get back with 24 hrs with proper resolution (performance tracked lines of THD).
3. Introduction of AMC – Value Care: - We have introduced Annual Maintenance Contract which is as low as 45 paise per Km. This includes all the wear and tear items. This gives a price protection on all repairs, labor charges, prices of consumable likes lubes, etc. to the customer.
4. 24X7 Breakdown assistance – Tie up with MyTVS to give a 24X7 breakdown assistance to customers all across the country. With the wide network and tie up with MyTVS we reach to the customers within an Hr.
5. 1 year Warranty on Spares – where most of the competitor’s offering 3 to 6 months of warranty on their spares, we offer a 1 year long warranty on all the parts replaced at our authorized workshop.
6. 3 Step Service reminder

## AWARDS AND RECOGNITIONS 2008-09

### Awards

#### Tata Motors

- Tata Motors won the Wall Street Journal Technology Innovation Award in the 'Transportation' category for the Nano, which is credited with being 'a very impressive design accomplishment'.
- CVBU won 'Sustained Excellence' trophy at the 14th JRD QV awards, in 2008 for sustained excellence for past 3 consecutive years.
- Tata Motors has been honoured with the NDTV Profit Business Leadership Award 2008 in the 'Automobiles - 4 wheelers' category.
- Indica Vista won the 'Jury Award' at the Business Standard Motoring Car of The Year Awards.
- Tata Motors Lucknow won the Gold Award in 'automotive' category at the India Manufacturing Excellence Awards (IMEA) during the Frost & Sullivan Manufacturing Summit 2008.
- Tata Motors CVBU –Pune won CII-National Award for Excellence in Energy Management 2008 and also declared as 'Excellent Energy Efficient Unit'.
- Tata Motors CVBU – Pune has won the Rajiv Gandhi National Quality Award for 2007 in the large scale manufacturing organisation category.
- Tata Motors Training Division – CVBU Pune won the prestigious Golden Peacock National Training Award for 2008 and the 'Best Establishment' Award by DGET, Ministry of Labour and Employment, Govt. of India, New Delhi.

#### Jaguar & Land Rover

- Land Rover has been honoured with two Queen's Awards for enterprise (One for International Trade and Second for Innovation).
- Jaguar has been ranked number 1 in J.D. Power and Associates 2008 Sales Satisfaction Index (SSI) Study.
- Jaguar XF sports saloon has been named the 'What Diesel Car of the Year' and also topped the 'Executive Car' category in the What Diesel magazine's prestigious annual awards. Land Rover won an award for the best diesel 4x4 with the Freelander 2.
- Jaguar's Ian Callum has won 'The Walpole Award for British Luxury Design Talent' at Walpole Awards 2008.

#### Tata Daewoo

- TATA Daewoo has won 200 Million Dollar Export Tower Award, having won the 100 Million Dollar Export Tower Award in 2006.

## Recognitions

- Sumo – (ranked No. 5), Indica – (ranked No. 9), Safari – (ranked No.13) and Indigo – (ranked No.16) were among 'Most Trusted Brands' of India.
- Engineering Export Promotion Council (EEPC) awarded Tata Motors with the 'Top Exporter Gold Trophy' in the 'Large Enterprise' category.
- Tata Motors has been ranked first in India in Investor Relations in the Thomson Reuters Extel Asia (ex-Japan) Survey 2008.
- Tata Motors was recognised as 'Top Knowledge Contributor' in the Western Regional Network Forum, Tata Group
- Tata brand has been ranked 51st most valuable brand in a global league chart compiled by Brand Finance (BF) Plc., a UK-based consultancy and the Tata brand was valued at \$ 11.85 billion as of August 2008.

## Remarkable Achievements

- Mr Ratan N. Tata, Chairman was conferred with 'NDTV Automotive Man of the Year 2008' award.
- Mr Ravi Kant, Vice-Chairman was conferred with an Honorary DSc by Aston University in Birmingham, the UK.
- Mr S. N. Ambardekar, Plant Head was conferred with the Performance Excellence Award (Individual) at 11th CEO's Conference, by Indian Institution of Industrial Engineering (IIIE).

## GRI Index

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	Contact person	3.4	G S Uppal Head IR, Corp. Sustainability & Admin. gs.uppal@tatamotors.com
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