

# Stakeholder Engagement

At Tata Steel, all stakeholders are treated as partners in our value-creation process. These stakeholders are vital to the business operations of Tata Steel and including their material feedback into our strategy and planning forms the backbone of our value-creation process. Tata Steel seeks feedback from its stakeholders on a regular basis, which is incorporated in the organisation’s overall strategy and planning exercises.

Active stakeholder engagement mechanisms are in place at all stakeholder-sensitive functions, e.g. Investor Relations (Investors), Human Resource Management (Employees), Marketing and Sales (Customers), Procurement (Suppliers), Corporate Social Responsibility (Community), Corporate Communication (Media) and the Resident Executive (Government and Regulatory Bodies). The frequency and forum of engaging with the stakeholders is customised to the needs of the stakeholder and the pertinent business issues of the Company.

The various forums and nature of engagements with our key stakeholders have been listed on (Refer Page 23-25), while the engagement with employees has been discussed in the section on people. (Refer Page 32-37).

Our sustainability strategy is founded on a sound understanding of our stakeholders’ issues and concerns and to lend credibility to this, our stakeholder engagement processes were reviewed by independent third-party auditors, PwC, during the materiality exercise of FY 2012-13. The material issues identified during that exercise have been largely addressed. In keeping with the developments in the external environment and evolving stakeholder expectations, we have identified some additional material issues, which are shown in the table alongside. A similar review exercise has been undertaken in the current financial year to capture key elements of our stakeholder engagement processes based on the principles of inclusiveness, transparency and accountability.

Such reviews are essential to enhance the current engagements with our stakeholders and helps in setting in context the most material Environmental, Social and Governance aspects of the business.

Material Economic Issues
Growth to meet customers’ expectations
Long-term profitability

Material Social Issues
Health and safety
Capability building
Diversity and inclusion in the workforce
Impact-based Corporate Social Responsibility (CSR) in community areas in Jharkhand and Odisha

Material Environment Issues
Greenhouse Gas (GHG) emissions
Water consumption and effluent discharge
Resource efficiency
Biodiversity



Thousand Schools Project, Odisha

## Investors

The Company is committed to excellence in governance and in creating long-term sustainable value.

Why Are They Important	Engagement Forum	Key Issues
Provide funds for business and growth	Investor and analyst meets <i>Frequency: Quarterly</i> Annual General Meeting	Strategy, operational and financial performance and outlook

## Community

Our Founder believed that the community is not just another stakeholder in our business, but the very purpose of our existence. Hence, we not only aim to mitigate the negative impacts of our operations on the society, but continuously strive to be a benchmark of corporate citizenship.

Why Are They Important	Engagement Forum	Key Issues
Community is directly impacted by our operations	Public hearings, meetings with community leaders and the CSR Advisory Council <i>Frequency: Need Based</i>	Health, Education, Livelihood and Infrastructure

## Suppliers

The Company ensures a strong relationship with the suppliers across the value chain by engaging with them through satisfaction surveys and issues such as safety, health, ethical practices and environment. There is a focus on developing new and small businesses for suppliers from the underprivileged community and the population that got displaced due to our expansion and to further enable and empower them through training and education. There is a specialised team in procurement called 'Sathis' who handhold these vendors for the initial couple of years to help them compete with the other vendors.

Safety, ethics and human rights are the main decisive factors for us to enter into business with suppliers. For ease of doing business and for improving transparency, electronic modes for transactional tasks, such as E-Proc, Easy Buy and Vessel Traffic Service (VTS) Indent System, have been implemented.

Why Are They Important	Engagement Forum	Key Issues
Provide critical materials and services for our production and delivery  Act as our brand ambassadors	Vendor satisfaction survey, Vendor Capability Advancement Programme (VCAP), Vendor Grievance Redressal Committee (VGRC), Speak UP – Toll-free number, transporters' workshops and meets <i>Frequency: As per team plan/ Weekly/ Monthly/ Quarterly/ Annual</i>	Joint improvement projects for strategic vendors, ethical practices, safety, health and environment, among others



Investor meet in Kolkata



Samvaad Tribal Conclave 2017: Enabling conversations with the community



Vendor meet: Strengthening partnerships

Customers

Business-to-Business (B2B),  
Business-to-Customer (B2C),  
Emerging Corporate Accounts  
(ECAs) and Channel Partners

We have customised engagement plans with the different segments of our customers focussed not only on relationship building, capturing business and environmental issues, but also for training, awareness and familiarisation with the Tata Steel culture.

Why Are They Important	Engagement Forum	Key Issues
Market for our products and revenue generation	Specific projects carried out by Customer Service Teams for addressing specific issues on cost, price, delivery or value engineering, multi-stakeholder platforms such as Conference, Construction Conclave, Zonal Meets, Ecafez, Gen Y, 'Suraksha' Meet, 'Parivaar' Meet, and 'Wired to Win', among others.  <i>Frequency: Need based/ As per team plan/ Annual/ Bi-annual</i>	Price, quality, cost and delivery, awareness on specific steel business related trends, safety, and environment, among others.



Ecafez: Training and awareness programmes for emerging corporate accounts (ECAs)



## Government and Regulatory Bodies

Tata Steel has always been conscious of being compliant with laws and regulations. We have been ahead of the laws in many people-related initiatives and constantly strive to perform better than the regulatory requirements.

Why Are They Important	Engagement Forum	Key Issues
Develop legislation and policies that affect our business and have the ability to grant or revoke the licence to operate	Meetings and dialogues <i>Frequency: As per plan</i>	Sanctions, approvals and clearances

## Media and Industry Bodies

Integrity is a core value of our Company and is reflected in the transparent and timely manner in which we disclose our performance and other developments to all our stakeholders. We support the steel industry and the country's development agenda through active participation in national and industry-level activities, policy advocacy and sharing of best practices.

Why Are They Important	Engagement Forum	Key Issues
Media influences the Company's brand image and reputation	Press conferences, media meets, sports tournaments, media dinner events, one-on-one interactions and familiarisation visits <i>Frequency: Monthly, Quarterly, Annual</i>	Updating stakeholders on corporate performance
Industry associations are the route to interact with the industry and the Government	Regional and national events such as conclaves and conferences of industry bodies  Senior Management members of Tata Steel as chairs/co-chairs of various verticals <i>Frequency: As per plan</i>	Support towards industry and country-level problems through participation, funding, etc.



Gurukul: Training and capability development programmes for channel partners



Media meet: Building relationships