We value your comments to help us increase our understanding of material issues and improve our sustainability report.

Please contact: Roger Steens, Director Sustainability
Email: roger.steens@tatasteel.com

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1. INTRODUCTION

This report covers the activities of Tata Steel Nederland B.V., also referred to here as Tata Steel in the Netherlands. The organisation is part of Tata Steel in Europe. Its parent company, the Tata Steel Group, is listed on the National Stock Exchange of India.

Tata Steel is a major European steel producer. At our integrated steelworks at IJmuiden in the Netherlands, we make carbon steel using the basic oxygen steelmaking method. In fiscal year 2015/2016 (FY15/16: April 1, 2015 - March 31, 2016), this plant produced a total of 7.1 million tonnes (Mt) of steel products (FY14/15: 7Mt).

Further processing is done at our other sites, such as the coating works in Maaubeuge, France; the galvanising line in Flemalle, Belgium; the tube mills in Oosterhout, Zwijndrecht and Maastricht, the Netherlands; and the cold narrow strip mills and plating lines in Düsseldorf, Germany, and in Warren and Bethlehem, USA.

Tata Steel in the Netherlands has a comprehensive portfolio of high quality strip steel products that includes hot and cold-rolled steels, metallic coated and pre-finished steels, alloy steels and complete construction systems. Our products and services satisfy some of the world’s most demanding markets and applications, including the automotive, packaging and construction sectors.

About this report

At Tata Steel, we recognise that our stakeholders expect us to be transparent about our sustainability performance. This report aims to present a balanced appraisal of the environmental and social value that we create for our stakeholders.

Tata Steel in the Netherlands is an integrated part of Tata Steel Europe, therefore some of the performance indicators reflect the overall European performance. Data on our CO2 performance and use of resources, emissions and waste relates to the performance of our production site in IJmuiden. In order to align with steel industry practices, this data reflects calendar year performance rather than fiscal year performance.

The detailed data on our health & safety performance, people and corporate social responsibility, focuses on our production site in IJmuiden and our activities in the local Ijmond community. A single collective bargaining agreement for the ‘Social Unit IJmuiden’ means there is a separate scorecard for this entity. The Social Unit IJmuiden comprises Tata Steel IJmuiden B.V., Tata Steel Nederland Services B.V. and Tata Steel Nederland Technology B.V. The scope of data for the various tables is consistently indicated throughout this report. The financial performance of Tata Steel Nederland B.V. is published in our Annual Report.

IJmuiden, October 2016

Board of Management

Tata Steel Nederland B.V.
Tata Steel focuses on high value markets, such as automotive, lifting & excavating, packaging, and the building envelope (exterior panels and cladding) within the construction sector. This requires a comprehensive product portfolio, stable production and the highest possible delivery performance.

We work as closely as possible with our customers to develop the new products and services they need. We believe that if our customers succeed, so do we. Alongside our customer-driven innovation, we are constantly investing to upgrade our manufacturing and distribution facilities in order to improve our operational and sustainability performance for our stakeholders.

We recognise that our performance depends upon our people. Their safety is our number one priority. We foster teamwork and encourage leadership. Responsibility runs through everything we do and is one of the core values by which we operate our business. Our five core values are excellence, understanding, responsibility, integrity and unity.

2. OUR BUSINESS AND PRIORITIES

We aim to develop long-term partnerships with customers by unlocking the potential of steel. We seek to create innovative products and services to help our customers be more successful in their markets.
Construction
Tata Steel offers customers a wide range of components and systems for building envelope, structural and fit-out applications. With tough deadlines for achieving zero carbon buildings, the whole supply chain faces increased pressure to build more sustainable solutions. We collaborate with our customers to provide more sustainable products, systems and design solutions.

Packaging
Tata Steel is a leading manufacturer of high-quality packaging steels. We are recognised for our strong supply chain network and for supplying the canmaking industry worldwide. Our technical experts work in partnership with our customers, and support them to deliver high performance steel packaging solutions to the market.

Automotive
Tata Steel offers many automotive steel products, ranging from strip to tailor welded blanks and advanced automotive steels. We have dedicated teams to support customers in specific application areas: body-in-white, chassis and suspension, seating and interior and powertrain.

This means we can help our partners to exploit the potential of our advanced automotive steels to lower the total cost of ownership for their production vehicles and optimise the sustainability performance of their products.

With guaranteed low waviness after forming, Serica® offers the highest possible surface quality and paint appearance for hoods, doors, fenders and body sides.

Protact® laminated steel is food-safe and optimised for efficient, sustainable canmaking.

Our extensive range of sandwich panels, profiled cladding, purlins and flashings offers ready-made solutions for the construction of modern, high-quality industrial buildings, offices and homes.

Supplying an extensive range of sheets and blanks of cold rolled, metallic coated and hot rolled specifications, our large-scale decoiling facilities bring the benefits of excellent flatness and surface presentation to customers in the sheet metal and light engineering markets.

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Tata Steel Distribution Europe
Tata Steel's extensive distribution network is the second largest in Europe. These downstream facilities provide processing, service, distribution and sales support for customers across Germany, Benelux, France, Spain, Norway, Sweden and Finland.

Key markets, products and services
There are many challenges facing the world today. The list includes climate change, energy security, the management of finite, non-renewable resources in the entire life cycle of products; repairing the damage made by human activity on ecosystems; and safeguarding people’s health, safety and equal opportunities.

Ensuring the sustainable development of the global society, with economic prosperity and social equality, must be balanced with looking after the planet on which we live. At Tata Steel, we understand that, to sustain our business, we must make a positive contribution to the sustainable development of the global community. We can and must play an important part in addressing these challenges both through our products and in the sustainability of our operations.

3. SUSTAINABILITY AND OUR BELIEF IN STEEL

The Tata Group has long been committed to sustainable development. Its founder, Jamsetji Tata (1839-1904), viewed the creation of wealth not as an end in itself, but as the means by which his company could make a positive contribution to the communities it served.

Life cycle performance of car components

The automotive industry is trying to reduce CO₂ emissions by making vehicles lighter in order to improve fuel efficiency. As a result, more advanced and ultra-high-strength steels are being used in cars, but designers are also looking at aluminium and fibre reinforced plastics.

It is important to consider the overall environmental implications of the whole life cycle, including the impact of material production.

In a life cycle assessment of a vehicle’s front end module comparing various materials, steel was shown to outperform alternative materials when all CO₂ emissions are taken into account, from manufacturing all the way through to end-of-life recycling.

The life cycle carbon impact of a steel front end module is 44 per cent lower than aluminium and 50 per cent lower than a composite one. In terms of life cycle analysis, steel is comparable to composite, but is 29 per cent more cost competitive.

While the steel design is not the lightest, it has significant benefits in terms of manufacturing cost and life cycle carbon footprint. Steel is therefore the most sustainable as well as the most cost-efficient option.
Steel is an essential material, intrinsic to our way of life and to the products society will demand in a sustainable future. Steel is a uniquely sustainable material because once made, it can be used, as steel, forever.

Steel is at the heart of modern society and helps to build essential infrastructure, such as bridges, buildings, railways and energy generation. Moreover, steel touches our everyday lives around the world, through a myriad of consumer goods. It is true to say that if it is not made from steel, it is made using steel.

Apart from being essential to modern society, steel is sustainable because it is a permanent material. Steel products can last a lifetime, and after they have had the maximum value extracted from them, they can be reused or remanufactured for another life cycle. Steel can be recycled, without losing any of its properties, in a continuous loop. Fundamental to the circular economy, it offers society the materials efficiency it is looking for.

Steel is used, not consumed. It is a long-term investment that does not go to waste. Steel products often outperform similar products made from alternative materials in terms of CO2 efficiency.

Some facts:
- Steel is used – never consumed
- Steel is a permanent material that does not go to waste
- Once made, steel can be used again and again
- Steel is the most recycled material in the world
- Steel is a truly cradle-to-cradle recycled material.

Steel in construction
Steel buildings are inherently efficient in design, construction, use and even demolition. Steel buildings are flexible in use and highly adaptable. Steel structures are lightweight and thermally responsive and steel building systems help to minimise energy use in buildings. Using steel in construction helps to save precious resources, because it can be efficiently collected and completely recycled in demolition.

Steel in energy
Delivering a sustainable energy infrastructure is becoming ever-more vital. Even though a typical wind turbine uses around 140 tonnes of steel, (over 1,000 tonnes in an off-shore turbine) it can pay back the embodied carbon emissions in only a few months. This is an excellent example of how investing natural resources can generate sustainable energy.

Steel in transport
Sustainable, low energy transport is a big challenge for the future. New, advanced steels are making cars lighter and more fuel efficient, without affecting cost-efficiency, safety or manufacturing phase emissions.

The role of steel in the circular economy
A circular economy is one that is geared to eliminate waste and preserve value through the infinite reuse of resources. The 4 Rs – Reduce, Reuse, Remanufacture and Recycle – are core to this concept. Here is how they apply to steel:

Reduce: High strength steels and advanced coatings can reduce material use without loss of performance
Reuse: Modular design and demountable connections allow steel components to be reused
Remanufacture: Gearboxes and turbines can be refurbished for a second life
Recycle: Recycling of steel without loss of quality saves energy and resources and results in high CO2 efficiency of products made of steel.

This is what a circular building looks like
100 per cent circular buildings are constructed entirely from materials that can later be reused or recycled. This design philosophy replaces linear economics (take, make, throw) with a circular concept, which retains the value and characteristics of raw materials at the end of product lives. In Europe, which largely depends on imports of raw materials, this is a policy priority, especially in construction where there is high material usage.

Steel fits perfectly with the concept of circular building. It is the only construction material that is already recycled on a large scale. Once recycled, steel retains its material properties and can even be improved, or upcycled – unlike all of its competitor materials which are often down-cycled into low quality raw materials, degraded to rubble, burned or processed.

Steel was therefore an obvious choice for the Delta Development Group (DDG) in its new ‘circular’ distribution centre at Schiphol. Designed to be disassembled, all the building’s components are connected with screws, floors are separate from the support structure, and modular measurements ensure the maximum possible reuse of columns and beams. A building materials passport stores all the data for future use.
4. RISK MANAGEMENT

Sustainability brings focus to risk identification, decision-making, and consideration of the long-term impact of control and mitigation actions on our stakeholders and communities.

Risk management is an important part of running a sustainable organisation. Tata Steel employs Enterprise Risk Management, which is about taking proactive control and planning responses to uncertain events and change. It involves making assessments of the internal and external operating environments, and identifying possible events and changes for risk assessment and management. The process is not intended to identify every risk but to focus on strategic issues, helping us to attain the Tata Steel Group’s vision of being ‘the world steel industry benchmark for value creation and corporate citizenship’.

The Tata Steel Group has recently reviewed its risk management capability and put in place continuous improvement activities, with the aim of:

- embedding a common understanding of risk and the risk management process across our multiple locations
- identifying and managing uncertainties which may have a significant impact on stakeholders and the company’s objectives
- strengthening the governance framework and providing senior leadership with key information for proactive, risk informed decision-making.

Sustainability is a fundamental driver in risk management. In taking any decision or implementing control and mitigation actions, we must consider how they will impact on our stakeholders and communities in the longer term. It ensures that we remain relevant to their future and that Tata Steel focuses on the triple bottom line of sustainability: generating economic, social and environmental value.

There has been a culture shift in the assessment of external risks driven by the expectations of stakeholders, investors and regulators with regards to sustainability. Consumers are demanding assurances that they are making ethical and moral purchases. They and Tata Steel have an increasing awareness of the potential environmental and social risks within the supply chain and manufacturing of products and services.

Our stakeholders and subject matter experts are identifying how future needs and drivers may evolve, how legislation is expected to develop, and which emerging trends are likely to influence, impact and govern the way Tata Steel operates.
5. OUR STAKEHOLDERS AND THEIR EXPECTATIONS

Tata Steel is striving to become the global benchmark in value creation and corporate citizenship in the steel industry. To ensure that we respond to what matters most, we engage with our stakeholders to understand their expectations.

Customers
Our customers want to respond to the global demand for more sustainable products as much as we do. Like us, they are seeking ways to improve their own sustainability performance. It is important for our customers to be able to rely on a responsible supplier who sources ethically. We want to offer steel products and services that:
- help our customers to succeed
- enable responsible consumption
- ensure we are a responsible supplier.

Employees
Health and safety is our number one priority. We are committed to our goal of ensuring zero harm to our employees, our contractors and the communities in which we operate. We recognise that our people are the primary source of our competitiveness. We are continually aiming for:
- a healthy and safe workplace
- training and continuous development for our people
- a satisfied and capable workforce.

Local communities
Tata Steel seeks to ensure the health and economic prosperity of the communities in which it operates. We recognise our operations impact the local community in many different ways, ranging from traffic and noise to dust and emissions. We work proactively to manage our reputation and build trust by dialogue and transparency about:
- nuisance abatement, dust, noise and odour
- our environmental performance
- the quality of life of the communities in which we operate.

Suppliers and contractors
Our suppliers and contractors are integral to our success and important partners in the delivery of our objectives. Suppliers expect us to apply fair business practices, to behave ethically and to comply with legislation. All of our workforce, suppliers and contractors are entitled to expect:
- safe working conditions
- ethical behaviour and compliance
- a good health and safety performance.

Legislators and society at large
We recognise that we have an obligation to minimise our contribution to climate change. We need to continue to improve our resources and energy efficiency and invest in the development of new climate neutral steelmaking technology. We understand we are expected to take responsibility beyond our legal obligations and operate according to the high ethical standards of the Tata brand, demonstrating:
- responsible production, now and in the future
- ethical behaviour and compliance
- quality of life of the communities in which we operate
- dialogue and transparency.

Shareholders
Our shareholders must be assured of a return on their investments. This requires an effective strategy focused on:
- providing customer value
- efficient operational performance
- robust financial framework.
6. OUR FOCUS FOR SUSTAINABILITY

Having considered risk assessment, global issues and the expectations of our stakeholders, as outlined in the previous sections, the rest of this document sets out our sustainability scorecard in the following areas:

- **Health and safety**
  - Always our number one priority

- **Governance and ethical behaviour**

- **Customer needs and values**
  - Helping our customers to improve the sustainability performance of their products and operations
  - Ensuring a responsible supply chain

- **Climate change**
  - Continuously improving our efficiency to reduce our CO₂ emissions per tonne of steel produced
  - Investing in the development of new technologies that enable climate neutral steelmaking
  - Improving the circularity of our operations and our products

- **Resources, emissions and waste**
  - Reducing waste and improve resources efficiencies
  - Outperforming environmental legislative requirements

- **People**

- **Corporate Social Responsibility**
## 7. PERFORMANCE OVERVIEW (SUMMARY)

### Performance summary

<table>
<thead>
<tr>
<th>Metric (1)</th>
<th>FY15/16</th>
<th>FY14/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Turnover (1)</td>
<td>€4.771bn</td>
<td>€5.045bn</td>
</tr>
<tr>
<td>Fatalities – total (1)</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Lost Time Injury rate – Total (1)</td>
<td>1.2</td>
<td>1.1</td>
</tr>
<tr>
<td>Absenteeism rate – total (1)</td>
<td>4.7%</td>
<td>4.6%</td>
</tr>
<tr>
<td># of employees – Total (1)</td>
<td>11,893</td>
<td>11,948</td>
</tr>
<tr>
<td># of employees – The Netherlands (1)</td>
<td>9,021</td>
<td>9,075</td>
</tr>
<tr>
<td># of employees – Germany (1)</td>
<td>1,176</td>
<td>1,160</td>
</tr>
<tr>
<td>% Customer Satisfaction Index (2)</td>
<td>75.9%</td>
<td>75.7%</td>
</tr>
<tr>
<td># of new products launched (2)</td>
<td>32</td>
<td>35</td>
</tr>
<tr>
<td>R&amp;D spend (2)</td>
<td>€1,176m</td>
<td>€1,160m</td>
</tr>
<tr>
<td>Crude steel production (3)</td>
<td>6.922m tonnes</td>
<td>6.866m tonnes</td>
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<tr>
<td>Steel recycled – Total (3, 4)</td>
<td>1.432m tonnes</td>
<td>1.525m tonnes</td>
</tr>
<tr>
<td>Energy intensity per tonne crude steel (3)</td>
<td>19.60 GJ/t</td>
<td>19.80 GJ/t</td>
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<tr>
<td>CO₂ eq emissions – Direct emissions, scope 1 (3)</td>
<td>6.225 MtCO₂</td>
<td>5.944 MtCO₂</td>
</tr>
<tr>
<td>CO₂ eq emissions – Total (scope 1+2+3) (3)</td>
<td>12.925 MtCO₂</td>
<td>11.912 MtCO₂</td>
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<tr>
<td>Carbon intensity in tonnes of CO₂ per tonne of crude steel (3)</td>
<td>1.737</td>
<td>1.741</td>
</tr>
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</table>

### Performance summary

<table>
<thead>
<tr>
<th>Metric (3)</th>
<th>FY15/16</th>
<th>FY14/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dust emissions (3)</td>
<td>0.276 kt/t</td>
<td>0.285 kt/t</td>
</tr>
<tr>
<td>NOₓ emissions (3)</td>
<td>0.829 kg/t</td>
<td>0.741 kg/t</td>
</tr>
<tr>
<td>SO₂ (3)</td>
<td>0.419 kg/t</td>
<td>0.450 kg/t</td>
</tr>
<tr>
<td>Mass emissions to water, hydrocarbons (3)</td>
<td>0.9 ton</td>
<td>1.5 ton</td>
</tr>
<tr>
<td>Mass emissions to water, suspended solids (3)</td>
<td>2,887 ton</td>
<td>305.9 ton</td>
</tr>
<tr>
<td>Waste generated (3)</td>
<td>1,134.3 ton</td>
<td>1,244.3 ton</td>
</tr>
<tr>
<td>Waste – material reused, recycled, by third parties (3)</td>
<td>1,255.4 ton</td>
<td>1,174.8 ton</td>
</tr>
<tr>
<td>Waste – material disposed to landfill (3)</td>
<td>1,234.3 ton</td>
<td>243.3 ton</td>
</tr>
<tr>
<td>Energy efficiency improvement (manufacturing and life cycle) (3)</td>
<td>4.1%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Environmental complaints (3)</td>
<td>874</td>
<td>1,067</td>
</tr>
</tbody>
</table>

1. Tata Steel Nederland BV
2. Tata Steel Europe Ltd.
3. Primary steel making, IJmuiden production site (calendar year 2015, 2014 respectively)
4. Includes internal recovered and externally sourced scrap
5. Excludes steel scrap recovered internally.
6. Excludes slag to cement industry
8. HEALTH AND SAFETY

Tata Steel is committed to its goal of ensuring zero harm to its employees, its contractors and the communities in which it operates.

The health and safety of all the people who work in and with Tata Steel is our number one priority and we have implemented a comprehensive health and safety policy.

Its principles are:
- All injuries and work related illness must be reduced and must be prevented.
- All employees and contractors are responsible for their own health and safety and that of their colleagues, and the management is accountable.
- Employee engagement and training is essential.
- Working safely is a condition of employment for all employees and contractors.
- Excellence in health and safety drives excellent business results.
- Safety and health is integrated into all our business management systems and processes.

Creating a positive health and safety culture

The behavioural aspects of health and safety are reinforced by engaging all leaders in our ‘Felt Leadership Course’, which is designed to help develop a positive health and safety culture by emphasising the importance of personal responsibility to share good practice, and agreeing individual and company-wide actions to improve health and safety performance. In IJmuiden, our safety approach is based on four safety platforms with contractors and Partners in Safety (10 key leading indicators in every work unit).

Health and safety performance is reviewed daily at an operational level in response to incidents and process deviation. At a strategic level, health and safety performance is reviewed monthly and/or quarterly at a range of health and safety meetings, from board level through to the various production sites, businesses and departments. During these reviews, lead and lag indicators, health and safety plans and performance factors are evaluated and acted upon.

Occupational health

Tata Steel provides the key elements of occupational health for its employees and in many cases for contractors. The three pillars of our occupational health work are prevention, promotion and rehabilitation. In addition, we also operate in an environment of strong and capable health services, available to all.

The health and well-being process starts prior to employment, when a medical is carried out to assess fitness for the proposed work area. Depending on the task, this includes regular checks, generally on a three-year basis. All employees are offered a three-yearly medical as part of our legal responsibility and care as a responsible employer.

Specific jobs have further regular testing based on the hazards which people are exposed to and can include health and biological monitoring. Examples are simple audiometric testing of employees in high noise areas, or urine testing of coke oven workers to assess exposure to polycyclic aromatic hydrocarbons (a carcinogenic product from coal). Across Ijmuiden and locally at the sites, we run extensive health prevention and promotion campaigns including the Zero Harm programmes as well as addressing lifestyle topics such as smoking, obesity, and diabetes.

Health and safety performance

For the fourth consecutive year, there were no fatal accidents in 2015/16, with wide-ranging interventions to ensure that this is maintained.

Despite all the efforts, our overall safety performance as measured by the combined lost time injury frequency rate (LTIF) worsened this year to 1.2 compared to 1.1 in FY15/16. Several accidents of an incidental nature caused this disappointing performance. The sickness rate of 4.74 per cent worsened this year compared to 4.67 in FY15/16.

Process Safety Management

Many of our operations involve the handling of toxic gases, molten metal, and the consumption of high levels of energy. We need to ensure that we always remain in control of our processes and thereby control the potential major accident hazards. We have developed a roadmap to drive our advances in process safety management, which addresses the following key areas:

- Developing mindful leadership that understands process safety management
- A process hazard analysis programme for hazard identification
- Review of the effectiveness of our technical, operational and organisational measures for all major accident scenarios
- Reporting of loss of containment incidents
- Management of change
- Process safety training and awareness
- Process safety audit and review processes.

<table>
<thead>
<tr>
<th>Health and safety</th>
<th>FY15/16</th>
<th>FY16/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatalities - total (1)</td>
<td># 0</td>
<td>0</td>
</tr>
<tr>
<td>Lost-time injury frequency rate – total (1)</td>
<td>per million hours worked</td>
<td>1.2</td>
</tr>
<tr>
<td>Absenteeism rate – total (1)</td>
<td>%</td>
<td>4.74</td>
</tr>
<tr>
<td>Lost-time injury rate – total (2)</td>
<td>per million hours worked</td>
<td>0.97</td>
</tr>
<tr>
<td>Lost-time injury rate – direct management (2)</td>
<td>per million hours worked</td>
<td>0.72</td>
</tr>
<tr>
<td>Lost-time injury rate – contractor (2)</td>
<td>per million hours worked</td>
<td>2.05</td>
</tr>
<tr>
<td>Recordables (number of accidents) – total (2)</td>
<td>#</td>
<td>83</td>
</tr>
<tr>
<td>Recordables – direct management (2)</td>
<td>#</td>
<td>44</td>
</tr>
<tr>
<td>Recordables – contractor (2)</td>
<td>#</td>
<td>39</td>
</tr>
<tr>
<td>Accident severity rate – total (number of lost work days x 1,000,000 / Total number of hours worked) (2)</td>
<td>61.08</td>
<td>16.34</td>
</tr>
<tr>
<td>Accident frequency – total (number of recordables x 1,000,000 / Total number of hours worked) (2)</td>
<td>5.36</td>
<td>5.68</td>
</tr>
<tr>
<td>Absenteeism rate – total (2)</td>
<td>%</td>
<td>4.9</td>
</tr>
</tbody>
</table>

1. Tata Steel IJmuiden BV
2. Primary steelmaking, IJmuiden production site
9. GOVERNANCE, COMPLIANCE AND INTEGRITY

Behaving ethically is intrinsic to the way we conduct our business. The Tata Group’s founder, Jamsetji Tata, insisted that business must respect the rights of all its stakeholders and create an overall benefit for society.

Our corporate values of

- unity
- responsibility
- excellence
- understanding
- integrity

are the principles by which we strive to conduct our business.

Our governance framework flows from group policies, set at Tata Steel Europe level. It is designed to ensure that our business is conducted in an honest and ethical manner, with integrity, and conforms with the relevant laws and regulations of the countries where we operate. It requires employees to operate in accordance with the Tata Steel values and Code of Conduct.

All Tata Group companies subscribe to the Tata Code of Conduct, which clearly articulates our ethical principles and required behaviours. The Code requires the Tata companies and employees to act with professionalism, honesty and integrity, and to preserve the human rights of every individual and the community. The principles of the Code of Conduct apply to all our dealings with our business partners who are encouraged to operate to similar standards.

The Tata Group’s founder, Jamsetji Tata, insisted that business must respect the rights of every individual and the community, and shall strive to honour these responsibilities.

The Tata Code of Conduct serves as the ethical roadmap for all Tata employees and companies, and provides the guidelines by which the group conducts its businesses. The Code covers 25 separate subjects, including: financial reporting and records; competition; equal opportunities; gifts and donations; government agencies; political non-alignment; health, safety and environment; quality of products and services; corporate citizenship; public representation of the company and the group, group policies; shareholders; ethical conduct; regulatory compliance; conflict of interest.

We provide support and guidance to our employees (in the form of manuals, guidance documents and training) so that they have a clear understanding of key areas of compliance, such as competition law and anti-bribery laws. We also have controls and processes in place to reduce key risks.

We expect honesty, integrity and transparency in all aspects of our business from our employees, contractors and other business counterparts. In summary, we do not tolerate corrupt or fraudulent practices. The Code can be accessed in full at: www.tatasteeleurope.com/en/sustainability/ethical-behaviour/code-of-conduct

Confidential reporting system

We have a confidential reporting system (telephone and email service) in place to encourage employees to raise any concerns they may have, in the knowledge that they are safe to do so and will have guaranteed anonymity. All concerns raised are promptly and thoroughly investigated and appropriate actions taken. Our suppliers can also access this system through our dedicated supplier website portal (www.tatasteele suppliers.com), which also gives suppliers access to a copy of the Responsible Procurement Policy and the Tata Code of Conduct.

Human rights

Tata Steel is proud of its longstanding reputation as a fair and caring employer, and respects all human rights both within and outside the workplace. It is enshrined within the Tata Code of Conduct:

‘Every employee of a Tata company shall preserve the human rights of every individual and the community, and shall strive to honour commitments.’

Ethical behaviour

The Tata Code of Conduct sets out the following five principles:

- Health and safety – we expect our suppliers to adopt a responsible workplace and ensure the health and safety of their employees, contractors and other business counterparts.
- Human rights – we expect our suppliers to adopt suitable and robust policies and procedures to ensure all human rights in their business and to encourage their suppliers to do likewise.
- Local community development – we expect our suppliers to contribute to the social, economic and institutional development of the communities in which they operate.
- Environmental protection – we expect suppliers to maintain effective policies, processes and procedures to manage their environmental impact.
- Fair business practices – we expect our suppliers to adopt the ethical standards and fair business practices by which Tata Steel conducts business and we expect our suppliers to adopt similar principles.

As part of our pre-qualification procedures, suppliers of raw material are required to complete a questionnaire, providing evidence that they meet our health and safety, environmental and human rights standards. They may, for example, include evidence that they observe the International Labour Organisation Declaration on Fundamental Principles and Rights at Work which, amongst other things, aims to eliminate the use of forced or compulsory labour. A supplier visit is carried out for any new material supplier. Periodic reviews are then carried out by asking suppliers to resubmit a questionnaire and evidence, that is evaluated against our findings during a mine and/or supplier visit.

Our Responsible Procurement Policy can be found in full at: http://www.tatasteeleurope.com/en/sustainability/ethical-behaviour/responsible-procurement

Responsible procurement

Tata Steel in Europe spends approximately 5.5 billion Euro each year on goods, services and raw materials to support its steelmaking, processing and distribution operations worldwide. The procurement team is organised geographically to support all the business operations across the world and to manage a variety of categories. The procurement for Tata Steel in the Netherlands is serviced from this one, integrated department.

Tata Steel adopted a Responsible Procurement Policy in 2011, which sets out the following five principles:

- Health and safety – we expect our suppliers to adopt management practices in respect of health and safety which provide a high level of safeguarding for their workers.
- Fair business practices – the Tata Code of Conduct outlines the ethical standards and fair business practices by which Tata Steel conducts business and we expect our suppliers to adopt similar principles.
- Environmental protection – we expect suppliers to maintain effective policies, processes and procedures to manage their environmental impact.
- Human rights – we expect our suppliers to develop and implement policies and procedures to ensure all human rights in their business and to encourage their suppliers to do likewise.
- Local community development – we expect our suppliers to contribute to the social, economic and institutional development of the communities in which they operate.

Under this policy, for companies operating in regions recognised as having a high human rights abuse risk, we require that our suppliers adopt suitable and robust policies and procedures which will prevent human rights abuses. If they do not have suitable accreditation to satisfy us of this (e.g. SA 8000), we ask for evidence under nine specific headings.

- Local management and procedures
- Local management and procedures
- Local management and procedures
- Local management and procedures
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Our Responsible Procurement Policy can be found in full at: http://www.tatasteeleurope.com/en/sustainability/ethical-behaviour/responsible-procurement
Responsible sourcing of raw materials
Tata Steel procures coal and iron ore from a variety of mines around the world. The convention on the Organization for Economic Co-operation and Development (OECD) guarantees adequate government-imposed standards with regard to human rights, adherence, and environmental stewardship. For suppliers active in countries that have not signed this convention, Tata Steel requires proof of their human rights adherence and environmental stewardship by means of a code of conduct, sustainability report, certification or other evidence. It is understood that inadequate responses may be the result of a lack of policy or procedure rather than a lack of performance. Tata Steel continues to engage with these suppliers to seek clarification on their human rights and environmental stewardship and help them to improve.

Tata Steel has specifically assessed our iron ore suppliers to see if they have environmental and health and safety management systems in place. As part of our responsible procurement process, we will continue to motivate and help suppliers that do not have certification in place to improve their management processes.

Going forward, we intend to perform a similar exercise to assess the maturity of the management processes of our coal suppliers.

In addition to requesting evidence on human rights adherence and key management systems, Tata Steel also performs periodical physical assessments of mines from which it sources its raw materials. These include a comparison with other mines. A rating is given, from “poor vs. industry average” up to “best in class” and is supported by a textual explanation. If required, suggestions for improvement are shared with suppliers.

Conflict minerals are resources sourced from conflict zones that are sold to fund the armies or rebel groups to perpetuate the conflict. Tin is one such conflict mineral: in the eastern provinces of the Democratic Republic of Congo (DRC), various rebel groups have profited from the mining of tin.

Tata Steel sources its tin from smelters that are part of the Conflict Free Smelters Initiative (CFSI). These smelters provide us with their Conflict Minerals Reporting Template (CMRT), guaranteeing that they have auditable processes in place to show they do not source from conflict areas.

Reaching full traceability of minerals requires time and effort across the industries and collaboration from all members of the supply chain. This is due to the complexity in the way metals are produced and sold, and to the fact that ores from many different sources can be combined. Once a mineral is smelted, any characteristics of the ore, or its origin, are gone and in the process the sources for metals used multiply quickly. That’s why industry wide cooperation is so important when ensuring ethical sourcing. We work independently and with suppliers, industry peers and other stakeholders to improve traceability and ensure responsible sourcing.

There is still more work to do on this issue. We will continue to work with external organisations, trade associations, and industry partners to refine our due diligence tools and supplier outreach.

Tin mining in Indonesia
Indonesia is a significant producer of tin. We are aware of concerns raised surrounding the environmental degradation on Bangka and Belitung islands in Indonesia, as well as the working conditions of miners there. We take these concerns very seriously and are working with our industry peers and relevant stakeholders to establish what part we can play in addressing them. We participate in the EICC-IDH Tin Working Group, which brings together a range of stakeholders seeking to address the concerns about the impact of tin production in Indonesia.

Governance, compliance and integrity

<table>
<thead>
<tr>
<th>Training Program</th>
<th># of people trained FY15/16</th>
<th># of people trained FY14/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tata Code of Conduct training (1)</td>
<td>1,048</td>
<td>2,543</td>
</tr>
<tr>
<td>Competition dawn raid programme (1)</td>
<td>402</td>
<td>606</td>
</tr>
<tr>
<td>EU competition law programme (1)</td>
<td>711</td>
<td>2,146</td>
</tr>
<tr>
<td>Export controls programme (1)</td>
<td>312</td>
<td>890</td>
</tr>
<tr>
<td>Anti-bribery &amp; corruption training (1)</td>
<td>759</td>
<td>2,223</td>
</tr>
</tbody>
</table>

Notes:
1. Revised training programmes were introduced within Tata Steel Europe in 2014/15 and a part of our target group of employees undertook the new training during the fiscal year. During 2015/16 we have tried to capture others who should undertake the training and we aim to cover all our target population by the end of the current financial year. Individuals will then be required to repeat the training.

Tata Steel is continuously developing its customer focus in some of the world’s most demanding markets, including automotive, construction, packaging, lifting & excavating and energy & power.

We work as closely as possible with our customers to develop the new products and services they need to succeed in their own markets, believing that we succeed if our customers do.

Above and beyond meeting certification and legislative requirements, customers are also seeking to improve the sustainability performance of their operations and products. There is growing emphasis on being able to rely on a responsible supplier.

We recognise that to become a long-term partner to our customers, we must develop an in-depth understanding of their needs.
Protact® Packaging Steel

Protact® laminated steel is meeting market demand for a more sustainable, reliable and safe packaging material. It also offers canmakers an opportunity to increase yield and be more competitive. Already technically proven in beer and beverage packaging and used commercially for various food applications such as deep-drawn cans, Protact is a fully approved and controlled food-safe product which is bisphenol A (BPA)-free. It comprises a steel substrate and a coating of thin layers of polyethylene terephthalate (PET) or polypropylene (PP) to meet a variety of performance requirements.

Using Protact for two-piece D&I (drawn and ironed) canmaking eliminates the need for lacquering-related operations. This eliminates the emission of volatile organic components, and significantly reduces energy and water consumption. It also reduces costs for customers. We have delivered further gains for our customers by developing Protact laminated steel to full D&I width, helping to optimise can line output. Improving production efficiency in this way lowers costs and strengthens our customers’ economic sustainability.

Protact’s polymer coating and steel substrate are infinitely recyclable.
11. CLIMATE CHANGE

Climate change is a global phenomenon and a very real threat that requires long-term global measures.

Our climate change strategy has five key themes:

- **Greenhouse gas emissions reduction**
  We will continue to improve our current processes to increase our energy efficiency and to reduce our carbon footprint. This includes reducing greenhouse gas emissions by improving the circularity of our operations to reduce waste and improve production yield.

- **Investing in technology**
  We will continue to invest in longer term (post 2020) breakthrough technologies for producing low CO2 steels, through initiatives such as HIsarna (see insert).

- **Market opportunities**
  We will develop new products and services to reduce the environmental impact of our products’ life cycles and to help our customers reduce their carbon footprints.

- **Employee engagement**
  We will actively engage our workforce, encouraging everyone to contribute.

- **Lead by example**
  We will further develop our proactive role in global steel industry initiatives through the World Steel Association.

Greenhouse gas emissions reduction

The predominant means of producing iron is via the blast furnace process. Here, carbon, mainly in the form of coal, is used to create a chemical reaction with iron ore to remove the bound oxygen from the ore. This results in the formation of liquid iron, carbon monoxide (CO) and carbon dioxide (CO2). The CO is then itself converted to CO2 when gas produced in the blast furnace is combusted elsewhere in the steelworks to heat up furnaces and to generate electricity. Roughly half of IJmuiden’s CO2 is emitted directly (known as scope 1 emissions). The other half arises from the process of turning our blast furnace gas into electricity at the Nuon Power plant next door. This is defined by the World Steel Association as indirect (scope 2) CO2 emissions. Nuon uses our gas to create around the same amount of electricity as we use within the site at IJmuiden.

The primary steelmaking plant at IJmuiden is one of the most CO2 efficient steelworks in the world, according to a recent World Steel Association benchmark. Since 1989, the amount of energy used to produce a tonne of steel at the IJmuiden site has reduced by 31 per cent.

However, while we can improve the efficiency of our processes and operations incrementally, there are thermodynamic limitations to reducing our CO2 emissions on a large scale. In a conventional blast furnace, the production of steel from iron ore is determined by the chemical reaction, which uses carbon as reducing agent. There comes a point where the laws of physics prevent further major improvement. This is illustrated in the graph showing the specific CO2 emissions per tonne of steel produced since 1970. The plotting of steel production during the same period on the graph additionally shows our continuous improvement in reducing the specific CO2 emissions per tonne of steel since 1970. Following the economic downturn in 2008-9, steel production has grown back to pre-crisis levels whilst the specific CO2 emissions have continued to decrease.

HIsarna, looking to the future

With limited scope for achieving further substantial CO2 emission reductions from conventional ironmaking processes, due to the laws of thermodynamics, a step-change in emissions can only be achieved by finding a completely new technological path for the production of hot metal, away from the blast furnace route.

Tata Steel is playing a leading role in ULCOS, a Europe-wide initiative to reduce carbon emissions in steelmaking. In 2010, we built a €20m HIsarna pilot plant at IJmuiden. HIsarna’s revolutionary cyclone converter-based ironmaking process directly converts iron ore and coal into iron, without any pre-treatment of the ore and coal. This new technology could reduce CO2 emissions by 20 per cent compared to conventional ironmaking. Used in combination with carbon capture and storage techniques, it should be possible to achieve CO2 reductions of up to 80 per cent.

The ULCOS project is currently in its second phase. This aims to demonstrate its feasibility under large-scale, industrial production conditions. During this phase we will also assess the opportunity to use this technology to recover zinc from zinc coated steel scrap. If successful, this technology would contribute enormously to the creation of a low carbon, circular economy and could potentially be rolled out some 15 to 20 years from now.

For more information, visit www.ulcos.org.
Monitoring and benchmarking

We have established a company-wide monitoring and benchmarking system for CO₂ emissions and energy consumption that is unique in the steel industry.

The system uses our software tool, MoniCA, developed in house. Based on common definitions, boundaries and best practices the system benchmarks our sites’ CO₂ emissions annually. It has indicated that our average CO₂ emissions are in the top 10 per cent of the steel industry globally.

Investing in technology

The HIsarna pilot plant at Tata Steel in Urmuiden uses groundbreaking technology to convert iron ore fines and coal almost directly into liquid iron.

The furnace simplifies the blast furnace process dramatically, because it can handle fine raw materials directly without the need for agglomeration (collection into a cluster or mass).

The potential environmental and financial rewards of HIsarna are high. Compared to a blast furnace, its energy efficient process route can reduce CO₂ emissions by 20 per cent. It can also use more economically priced raw materials.

Primary steelmaking, Urmuiden site

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Crude steel production</td>
<td>Million tonnes</td>
<td>6.922</td>
</tr>
<tr>
<td>External steel recycled</td>
<td>Million tonnes</td>
<td>0.679</td>
</tr>
<tr>
<td>CO₂ saved from external steel recycled</td>
<td>Million tonnes</td>
<td>1.095</td>
</tr>
<tr>
<td>Energy intensity per tonne crude steel</td>
<td>GJ/tcs</td>
<td>19.60</td>
</tr>
<tr>
<td>CO₂ eq emission - Direct emissions, scope 1</td>
<td>Million tonnes</td>
<td>6.225</td>
</tr>
<tr>
<td>CO₂ eq emissions - Total (scope 1-2-3)</td>
<td>Million tonnes</td>
<td>12.023</td>
</tr>
<tr>
<td>Carbon intensity in tonnes of CO₂ per tonne of crude steel</td>
<td>Tonnes</td>
<td>1.737</td>
</tr>
</tbody>
</table>

Energy efficiency improvement (manufacturing + life cycle) % 4.1 5

This data reflects the performance of our primary steel making activity at our Urmuiden production site.

Umuiden: environmental performance leader

The primary steelmaking plant at Umuiden is one of the most CO₂ efficient steelworks in the world. Since 1990 the amount of energy used to produce a tonne of steel at the Umuiden site has reduced by 31 per cent.

Half of the by-product gases are used to power processes on site. The other half is turned into electricity at a Nuon-run power plant just outside the site. The amount of electricity generated is about the same as we use on site. Gas from the Tata Steel’s coking plants is also used to heat the ovens in its hot strip mill.

Another by-product of the steelmaking process is blast furnace slag. This is granulated on site, and then shipped to a nearby cement factory run by ENCI, allowing it to produce a high-quality product with a lower carbon footprint than regular cement.

In all, 98 per cent of by-products from the processes on site are reused. The Umuiden steel plant uses 1.5 million tonnes of recycled steel, including almost 90 per cent of The Netherlands’ recycled packaging steel – mainly food and drink cans.

Tata Steel has joined forces with local government authorities and other organisations to explore the possibility of using excess heat from the Umuiden site to warm homes in neighbouring communities. Meanwhile, a taskforce continues to look at ways of reducing lighting on site – balancing the need to maintain rigorous safety standards for night-time working with saving energy and reducing light emissions.
Air quality management is a priority at our IJmuiden steelworks where we have constructed an advanced bag filtration and gas reactor system for improved emissions control at the sinter plant. The system became fully operational in 2013. This €98 million (US$132 million) investment has achieved further reductions in PM10 in addition to reductions in dioxin and heavy metals emissions from the plant.

Resources efficiency
Integrated steelmaking technology requires large amounts of virgin and increasingly costly raw materials such as iron ore and coal. It is vital, therefore, that we continue to optimise our consumption of these raw materials by optimising yield, minimising waste and ensuring that our by-products meet tight quality control requirements so they can be used in other industry sectors.

Our most significant by-product, in terms of volume, is blast furnace slag. This is a valuable raw material for the concrete industry where it is used as a clinker substitute thus reducing mineral extraction and significantly reducing the CO2 emissions per tonne of cement at the same time. Steelmaking slags are used extensively in civil engineering and agricultural applications. Tar sulphuric acid and BTEX (Benzene, Toluene and Xylene) from our coke-making processes are used within the chemicals industry.

All production gases with caloric value are collected and incinerated to produce power either for our production installations at our site or in the power plant next to our primary steelmaking facilities, operated by Nuon.

We already apply advanced techniques at our integrated steelworks to extract valuable components such as iron, calcium and carbon, by re-using most of our residual materials in our sinter plants, BOS plants and coke ovens. During the year under review, over 1.2 million tonnes of residual materials were internally reused through our processes, replacing primary raw materials and reducing our overall CO2 emissions directly at the plant or elsewhere in the value chain. Some waste from our operations is unavoidable, but our aim is to ensure that as much as possible of this waste material can be recovered to be reused or recycled.
Environmental complaints
In 2015 the number of total complaints was about 18 per cent lower in comparison with 2014. Complaints about noise originate mainly from the Beverwijk area, odour complaints mainly from IJmuiden, and dust complaints mainly from Wijk aan Zee. In 2015, 75 per cent of all complaints were related to dust (2014: 69%), 11 per cent were related to odour (2014: 22%), and 14 per cent to noise (2014: 18%).

As part of its overall strategy to reduce environmental complaints at IJmuiden, Tata Steel has regular meetings with the citizens of Wijk aan Zee, with the aim of informing the local community about the measures we take to reduce emissions and avoid environmental nuisance. We also listen to any of their concerns about our activities. Tata Steel publishes an online environmental news report to inform stakeholders about new developments and any activities that could cause environmental nuisance.

We continue to work closely with the environmental authorities to better understand and minimise the impact of our operations on local air quality. We have intensified our monitoring of both odour and dust. A research project involving the use of air boxes around our steelmaking facilities is helping us to understand our contribution to airborne levels of these pollutants. The air boxes combine indicative dust measurements and meteorological data in a distribution model to give direct information about the source of dust emissions. This information will enable us to define more effective improvement plans.

Outbound logistics
Our distribution activities also contribute to our carbon and environmental footprint. Tata Steel recognises the opportunity to reduce our impact by optimising the use of different modes of transport.

Since 2012 we have reduced the use of trucks from 19 per cent to 15 per cent in favour of ship and rail. This results in over 10,000 fewer truck movements per annum. Benefits include less local road traffic and improved CO2 and NOx performance.

Going forward, we will develop a sustainability scorecard for outbound logistics. We are planning to implement a supply chain tool to calculate the CO2 performance of our overall outbound logistics, allowing us to identify more opportunities for improvement.

Biodiversity
Our production site in IJmuiden plays an important ecological role. It connects surrounding natural areas containing many valuable biotopes such as grasslands, dunes, small lakes and forests. These are inhabited by many rare species. We respect the habitats both within and around our facilities and look for opportunities to progressively enhance these where this can be done without negatively impacting on our business.

On 24 May 2016, Tata Steel in The Netherlands signed a partnership agreement with the PWN (Provinciaal Waterleidingbedrijf Noord-Holland), a public company responsible for providing drinking water for the people of North Holland province. During 2016, we have been developing a plan in close cooperation to strengthen the biodiversity both within our IJmuiden production site and in the surrounding countryside.

We regularly measure noise levels around our production site in IJmuiden. Although we comply with the legal norms for noise levels, we recognise that our neighbours may still experience inconvenience. About 14 per cent of environmental complaints are about noise. We are continuously looking for ways to reduce noise levels.

We are now starting to use synthetic brake blocks for the trains that transport our steel to customers. Today four out of eight trains are equipped with these brake blocks, which are reducing noise levels by 10 Db – a dramatic improvement in noise pollution for the local community.

We are also focusing on reducing odour. Several years ago, we installed electronic ‘noses’ in the area around IJmuiden which identified the granulator at Blast Furnace 7 as a source of bad odour. In mid-2015 we commissioned a new closed-system granulator which no longer releases any smell to the surrounding area.
13. PEOPLE

From its foundation over a century ago, the Tata Steel Group’s employment philosophy and practices have been based on the recognition that our people are the primary source of our competitiveness.

Tata Steel consistently applies a human resources policy that is founded on a set of principles: equality of opportunity, continuing personal development, fairness, mutual trust and teamwork. These principles are, in turn, underpinned by the five Tata Group core values of integrity, understanding, excellence, unity and responsibility.

We also believe as a matter of principle that diversity within our workforce greatly enhances our overall capabilities. Tata Steel is an equal opportunity employer. We do not discriminate on the basis of race, caste, religion, colour, ancestry, gender, marital status, sexual orientation, age, nationality, ethnic origin or disability. All decisions relating to promotion, compensation and any other forms of reward and recognition are based entirely on performance.

There are a number of specific processes that support and govern the employment of people to ensure consistency, fairness and equality. These include:
- Diversity
- Grievance procedure
- Disciplinary procedure
- Confidential reporting system

Talent development
In April 2011, the Tata Steel Academy was launched in Europe to further strengthen the organisation’s competitive advantage by enabling our people to achieve the highest standards of technical and professional expertise.

The Academy uses an approach known as ‘blended learning’ – a mix of practical, computer-based and classroom training. The majority of training remains ‘on the job’, but is structured through the creation of 12 distinct faculties focused on: leadership; health & safety; sales & marketing; manufacturing; engineering; technical; supply chain; finance; HR; IT; procurement; and total quality management.

The key feature of the Tata Steel Academy is to create a real passion for continuous learning, driven by people themselves. It enables everyone in the organisation to assess and pursue their own professional development needs and career goals in the most effective way.

Career progression and succession planning are integrated into the annual performance management process. Progression to key roles is drawn from our talent pipeline, with gaps in succession potential addressed internally and through graduate recruitment.

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14. CARING FOR THE COMMUNITY

Tata Steel has always had a very visible presence in its communities. We provide employment and form an essential part of the local economy. Our objective is to be a valued partner for the long term.

We recognise our responsibility for our environmental performance and for reducing any hindrance related to our operations. We are in continuous open dialogue with all of our regional stakeholders on how we can strengthen our relationship and create mutual value for the future.

Regional stakeholder engagement

The manufacturing industry and the community in the IJmond share many challenges. These include ensuring a healthy environment and long-term employment, transitioning to renewable energy and moving to an economy that is circular and leaves nothing to waste.

Our Regional Steel Agenda, published in early 2014, set out our long-term ambitions and identified areas for regional cooperation. This has now been updated to share the results and to set new objectives for the regional partnership. The 2016 Regional Steel Agenda lists concrete initiatives on education and innovation, a renewable energy infrastructure and making our resources and product flows circular.

Future generations

We put future generations at the centre of our local community strategy and focus on health and well-being, education and environment.

To ensure optimal relevance of our community initiatives, we’ve put together a community committee consisting of local business owners, school teachers and Tata Steel employees. They meet every three months to evaluate the various donations requests and decide which projects to support.

Our biggest community event is the international Tata Chess Tournament, held annually in Wijk aan Zee in January. This event was originally organised to support the local economy during the off season and to support building our reputation locally and nationally. The Tata Steel Chess Tournament also focuses on the young. About 400 children participated in Tata-Kids of Steel® Chess events and the closing round of the Dutch national schools championship traditionally takes place at the start of this tournament.

On physical sports, Tata Steel sponsors the Marquetteloop, an annual running event in Heemskerk, where adults and kids participate. Our Tata-Kids of Steel events for youngsters between 8 and 13 reached a total of 1000 children. We also defined a community partnership with Telstar, the local football club in Velsen-Noord, with a focus on showing kids how much fun playing sports can be. Working with an enthusiastic team of managers and professional football players, Tata Steel and Telstar organise various sports clinics at schools and amateur sports clubs and support a programme for kids with a learning disability in the IJmond. In 2015, about 300 children participated in Tata-Kids of Steel® Football events.
The annual Tata Steel Chess Tournament in January is one of the biggest international chess tournaments in the world, also known as the ‘Wimbledon of Chess’. Fourteen grandmasters and hundreds of amateurs perform at their best in chess games held in Wijk aan Zee. Two of the grandmaster rounds are played in other Dutch host cities and at well-known locations. The 2017 tournament will be the 79th edition.

**Council of Children**

Tata Steel has installed a Council of Children from schools in the IJmond area. Once a year, the Council has a dialogue with the board of Directors on themes such as the environment and innovation. These meetings are chaired by Princess Laurentien van Oranje, a director of Unicef’s Missing Chapter Foundation (MCF). MCF’s goal is to give children aged 10-12 a say in their own future by advising boards of directors of multinational companies about long-term issues. Tata Steel’s directors have received some interesting advice, and have taken some of it into account for example the creation of an experience centre to show what the steel industry is all about and gain greater public awareness. The Council of Children will be in place for three years.

**Safety**

Safety is our top priority and we also promote safety with our neighbours. Every year we organise an event called ‘Gildenspoor’ – a demonstration which shows children how long it can take for trains to stop, creating an awareness of the danger of railroad tracks.

**Corporate social responsibility**

<table>
<thead>
<tr>
<th></th>
<th>FY15/16</th>
<th>FY14/15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amount of money invested through Community Partnership programme</td>
<td>€37,077</td>
<td>€40,275</td>
</tr>
<tr>
<td>Number of people benefiting from community investment initiatives</td>
<td>28,410</td>
<td>24,637</td>
</tr>
<tr>
<td>Number of applications for financial or in-kind support received</td>
<td>66</td>
<td>71</td>
</tr>
<tr>
<td>Number of applications for financial or in-kind support approved</td>
<td>22</td>
<td>14</td>
</tr>
<tr>
<td>Number of youngsters attending Tata Kids of Steel events</td>
<td>1,700</td>
<td>1,600</td>
</tr>
<tr>
<td>Number of Tata Kids of Steel events</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

This data reflects our corporate social responsibility activity in the IJmond area.
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