

Corporate Sustainability Report 2020

STEEL AUTHORITY OF INDIA LIMITED





Sustainable Development Policy

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

Guiding Principles

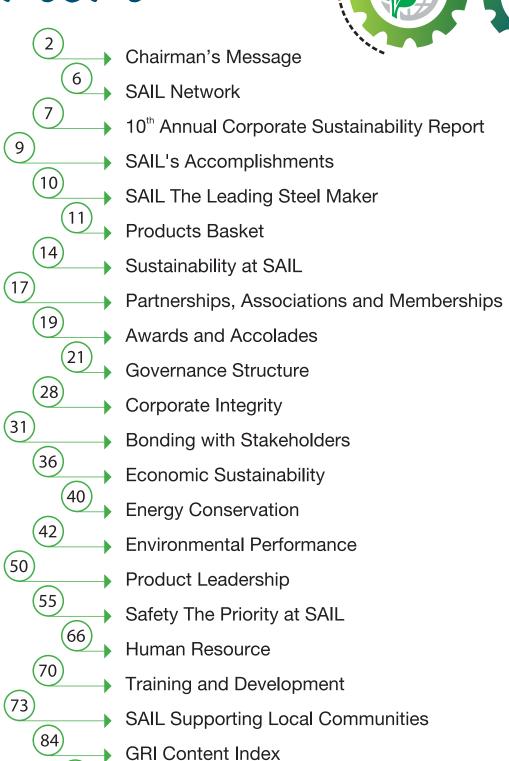
- * Affirm its commitment to contributing towards a clean and sustainable environment and continually enhancing its environment related performance as an integral part of its business philosophy and values.
- * Strive to integrate its business values in an ethical and transparent manner to demonstrate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

Maintain commitment to business and people for quality, health and safety in every aspect.

August 2020

Anil Kumar Chaudhary Chairman

Content



Abbreviations





Chairman's Message



It gives me immense pleasure to present our 10th Sustainability Report of this esteemed Organization for the FY 2019-20. The year gone by was full of ups and downs with highly volatile market conditions especially during the seven months. As the markets started to bounce back, onset of Corona Virus Pandemic again hit the industry hard especially from mid-February onwards. However, Steel Authority of India Limited (SAIL), despite these challenging conditions managed to pull off a consistent performance much in line with the previous year.

SAIL's Sustainability Report is the testimony of our relentless efforts towards Sustainable Development integrating business and inclusive development in harmony with nature. We are committed for Sustainable Development encompassing environmental, societal and economic impacts related to our business activities. Our Report has been prepared in accordance with the GRI Sustainability Reporting Standards 2016.

During 2019, Global crude steel production reached 1,869.9 Million Tonnes (MT), up by 3.4% compared to 2018 and India again emerged as the second largest steel producer in the World with a record production of 111.2 MT up by 1.8% compared to 2018. In consonance with this, I am pleased to share that SAIL re-emerged as the largest domestic crude steel producing Company during FY 2019-20. It produced 16.15 MT of crude steel, 15.083 MT of saleable steel (which is the best ever figure so far) and also emerged as the largest miner for steel making input materials by mining a total of 32.406 MT of iron ore, fluxes (limestone and dolomite), coking coal and noncoking coal.

With a turnover of ₹ 61024.88 Cr., SAIL earned a net profit (PAT) of ₹ 2021.54 Cr. during the year. We also contributed a remarkable sum of ₹ 12,154 Cr. to the National/State Exchequer in payment of taxes and duties to various government agencies. Though the market





conditions remained volatile, we could achieve success due to the hard work and synergy of our dedicated work force. A capital expenditure of ₹ 4,114 Cr. was incurred during FY 2019-20 and capex planned for the FY 2020-21 is ₹ 4,000 Cr.

SAIL feels privileged to have contributed towards prestigious Infrastructure projects like Metro Rail Projects in 10 cities across the Country, Narmada Shipra river linking Phase II, Narmada (Indira Sagar) Parwati river linking Project, Western Dedicated Freight Corridor, Maharashtra Samruddhi Mahamarg from Nagpur to Mumbai, MG Setu Project Patna, Tupul-Jiribham-Imphal Railway Project in Manipur, which is the World's tallest girder Railway Bridge. Materials were also supplied to various other important irrigation & water supply projects in Madhya Pradesh, Telengana and Bihar. The Company is also meeting the requirement of critical Atomic Power Plants of Rawatbhata in Rajasthan and Kakrapara in Gujarat and is also associated with a host of other Power Projects like Neyvile Lignite Power Plant at Ghatampur in Uttar Pradesh, NTPC Patratu Power Plant in Jharkhand, Chausa Thermal Power Plant in Bihar, Yadadari Power Plant in Telengana and Ennore Power Plant in Tamil Naidu.

The Government's focus on 'Atmanirbhar Bharat' and 'Vocal for Local' will aid in boosting domestic steel consumption. Keeping up with the Government's expectation, SAIL is continually striving to improve its performance by increasing sales, share of value-added & special steels and new products and aggressive cost optimization on a continual basis. We are already scaling up our production in tandem with the improving market demand and are committed to continuously enhance its performance.

Our Plants have done exceptionally well during these tough times. Bhilai Steel Plant's Rail & Structural Mill surpassed its own target of 7.23 lakh T of UTS 90 prime rail production in FY 2019-20 on 18th March by recording production of 7.24 lakh T. Combined production of prime rails from RSM & Universal Rail Mill surpassed the 12.85 lakh T mark which was a growth of 31% over the previous year.

During the year, 18 new products for construction, railways, defence, etc., having a crucial role in the growth and development of economy, have been developed. Out of these, 13 products have been developed through the newly commissioned production facilities at various SAIL Plants.

SAIL also launched its branded TMT called SAIL SeQR, primarily aimed at house building retail segment, which strengthens its steps towards achievement of business goals while fulfilling its responsibilities to the society and Nation. We feel privileged to supply special grade steel produced at Bhilai Steel Plant for the launch of Chandrayan & giving strength to the satellite launch vehicles of ISRO's Gaganyaan mission too. The special grades of alloy steels were supplied to critical Defence Projects in the Country during the FY 2019-20. 449 nos. of LHB (Linke Hofmann Busch) wheels, an import substitution product for Railways for being safer, lighter and instrumental in enabling high speed movement on broad gauge was supplied by SAIL to Indian Railways during FY 2019-20.

During FY 2019-20, SAIL also achieved the best ever 14.23 MT annual sales. The Company's strategies to increase market reach led SAIL to export 1.18 MT, making it the highest ever exports with 54% growth over CPLY. To realize the vast potential of rural India, the Company organized 180 'Gaon Ki Ore' workshops in 21 States/Union territories for increasing awareness on usage of steel. Small consumers continued to be a focus area and 0.67 MT of steel were sold through the retail marketing channels.

Raw Material security is a major thrust area for SAIL. The ability to source the entire requirement of iron ore from the captive mines is SAIL's major strength. With total mineral production of 32.41 MT, SAIL has emerged as the largest miner for steel making input mineral in the Country for the FY 2019-20. Government of India has entrusted SAIL with the responsibility to make available in the open market, 25 percent of its total mineral production of the previous year. Efforts are being made in obtaining approval of respective State Governments and other concerned statutory authorities to further expand the production capacity of the mines, a number of





statutory clearances were also obtained during the FY 2019-20. In case of coking coal, however, the major requirement is being met through imports due to limitation in availability of coal of good quality and required specification within the Country.

Ensuring a safe and healthy work place for the people working at our various site locations is our topmost priority and we are committed to build a safer and healthier workplace. Safety and health issues are monitored and guided from apex level of management i.e. SAIL Board as well as Board Sub-committee on Health, Safety and Environment.

The Coronavirus (CoVID-19) Pandemic has created an unprecedented crisis globally. SAIL has activated a scaled response towards management of CoVID-19 at its Plants, Units, Mines and Townships. SAIL Hospitals at five Integrated Steel Plant locations have earmarked 10% of the beds (330 beds) of the total beds (3300 Beds) as isolation wards and set up a testing centre at IGI, Rourkela for CoVID-19 patients. Quarantine facilities at guest houses/hostels in the townships and at Mines hospitals have also been created for over 600 persons. SAIL Plants and Units are installing full-body automatic sanitizers, touch-free hand-sanitizers, water dispensers, spraying disinfectants, using digital thermal recorders at prominent locations.

During FY 2019-20, SAIL stepped forward and decided to contribute ₹ 30 Crore to the PM CARES Fund. Apart from this, Rupees one crore each was contributed to the CM Relief Fund of the four states where our integrated steel plants are operating. Our employees have also contributed their one day's salary amounting to around ₹9 crore to this Fund. With the help of district authorities, civil society organizations, self-help groups (SHGs) and its employees, SAIL actively implemented the desired lockdown rules, social distancing norms and effective use of Aarogya Setu App for breaking the chain of transmission of CoVID-19 virus in the peripheral areas of Steel Plants and Units.

In order to support the vulnerable sections of society, daily-wage earners/ labourers, poor peasants and their families, who are left with dwindled resources during lockdown, our Plants and Units, through district authorities, are distributing dry ration packets (comprising of Rice, Dal, Salt, Condiments, wheat atta, soap, etc.). More than 6000 dry ration kits have been distributed across Plants of SAIL and the activity is continuing. Daily cooked meals to patients and healthcare workers are also being served. CSR departments of Plants are also facilitating stitching of Face Masks, Gamachhas, Aprons, Gloves, etc., and their distribution to peripheral areas, District Authorities, Ministry of Steel/PMO through SHGs.

The valuable contribution of its Human Resources in imparting the competitive advantage cannot be overlooked in an organization like SAIL. We have achieved our present level of excellence through investment in our human resource, where skill and knowledge constitute multitude of initiatives in technology and innovation. Developing skills and capabilities of employees to enhance manpower utilization, labour productivity and safety is the key thrust area of Human Resource Management (HRM) in the Company.

As an environmentally conscious corporate, all our Plants and Mines are operating their processes without disturbing the ecological balance and also within the ambit of notified environmental standards with respect to air emission, water discharge and noise pollution and rules pertaining to eco-friendly management of various wastes generated inside the factory premises as well as in the townships. In consonance with the Paris Agreement, the Company is geared up to address the Climate Change issues. SAIL is Climate Action Member at World Steel Association and has been participating in the Climate Action recognition programme of World Steel Association.

Efficient plant operations have led to improvement in the techno-economic parameters also. SAIL registered the best ever annual Specific Energy Consumption of 6.47 GCal/Tonne of Crude Steel (TCS) as against 6.50 GCal/TCS achieved in the previous year. In last five years, there has been around 16 % reduction in Specific particulate matter emission load, >2 % reduction in Specific CO₂ emission, reduction by around 9 % in Specific





water consumption, increase in utilization of total solid waste and Blast Furnace (BF) slag by 5% and 11% respectively. Conservation of water is the most critical environmental issue today. SAIL has taken various measures to improve its water footprints. August 2019 was observed as Water Conservation Month across SAIL Plants, Units & Mines.

Structured plantation programmes are being carried out every year in the SAIL Plants and Mines. More than 4.44 lakh saplings were planted during the FY 2019-20, taking the cumulative plantation by SAIL to 21.04 million since inception.

Most of the SAIL Units are operating in allegiance with distinct International Standards like ISO 14001 for EMS, ISO 9000 for Quality Management Systems, SA 8000 for Social Accountability and OHSAS 18001 for Occupational Health and Safety.

With the underlying philosophy and a credo to make a meaningful difference in people's lives, SAIL has been structuring and implementing CSR initiatives right from the inception. These efforts have seen the obscure villages, where our Plants are located, turn into large industrial hubs today. The Company has been providing specialized and basic healthcare to people living in the vicinity of its Plants/Units through extensive and specialized Healthcare Infrastructure. Nearly 173.6 Lakh people living in the vicinity of its Plants and Units were benefitted during the period 2011-20.

Education forms the foundation of any society and contributes to the overall growth and development of society. SAIL is supporting about 77 schools providing modern education to more than 40,000 children in the steel townships and is assisting over 600 Govt. schools in Bhilai and Rourkela with about 64,000 students by providing Mid-day meals in association with Akshya Patra Foundation.

SAIL has been a front runner in SWACHH BHARAT MISSION. Various Awareness campaigns being organized to promote Swachhata in work place. Every year, in consonance with Govt. of India's Swachh Bharat Mission initiative, Swatchata Pakhawada is being celebrated all across SAIL during 16 to 31 March.

Sustainability is a journey and this Report is an attempt to yardstick our persistent efforts towards Sustainable Development through transparent and impartial reporting of Company's economic, environmental and social performance.

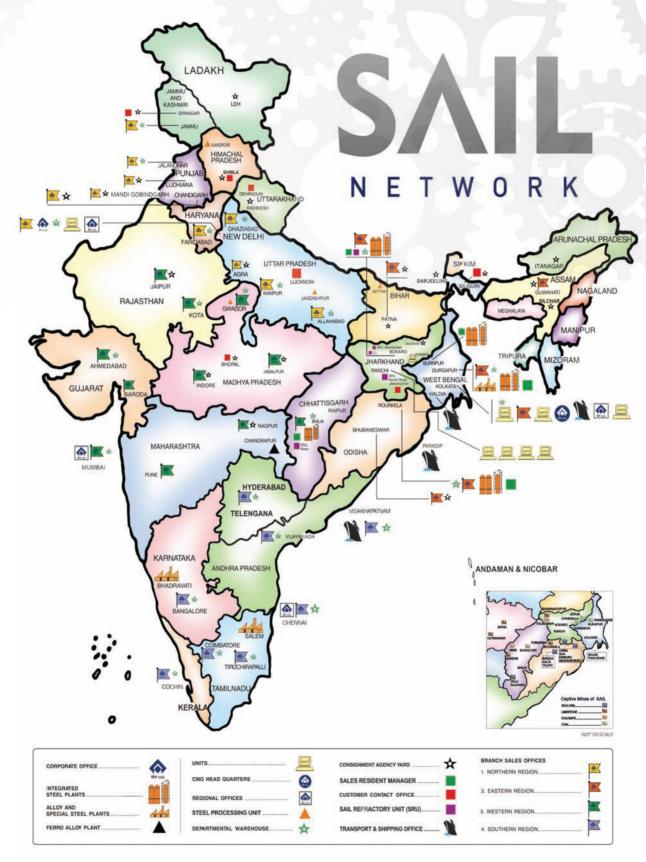
To conclude, let us pledge to protect our Mother Earth. It is our responsibility to make steel in a more sustainable manner and to ensure that future of our coming generations is more secured and safe, as our Hon'ble Prime Minister said... "We, the present generation, have the responsibility to act as a trustee of the rich natural wealth for the future generations."

....Let us reaffirm our commitment to contribute towards a safe and healthy environment and be a harbinger of meaningful tomorrow.

with best compliments

Ànil Kumar Chaudhary (Chairman)





SAIL organisational network in India





Period

SAIL has been publishing corporate level Annual Sustainability Reports since the FY 2010-11. The Corporate Sustainability Report for the year FY 2019-20 is tenth in the series. The current report covers sustainability activities from the period April 1, 2019 to March 31, 2020 and is in continuation to our earlier report published for the FY 2018-19.

The report covers the Economic, Environmental and Social aspects of our business activities. This is in accordance with our beliefs of transparent reporting for our stakeholders, who are linked with our operations directly or indirectly.

Framework

All Corporate Sustainability Reports of SAIL have followed the framework set out by the Global Reporting Initiative (GRI). The top management has once again decided to use the GRI Standards for FY 2019-20 report. This report has been prepared in accordance with the GRI Standards: Core Option. Keeping the focus on Stakeholder Inclusiveness, Sustainability Context, Materiality and Completeness, the report has been prepared to disclose Company's performance on Economic, Environmental and Social aspects to our stakeholders.

Scope

For presenting financial details in the economic performance section of the Report and other important details on aspects like social and environmental performances of Plants, Units and Mines in the respective sections, the information has been taken from the Annual Report of the Company for FY 2019-20, ending March 31, 2020. Page 10 of the report gives information on the boundary of the report covering details on products and services of Plants, Units and Mining operations. No Unit has been shifted, divested or closed during the Financial Year. We are transparent in sharing all significant events of the past, and the projections of their impacts to occur in future. Data quality of the report is maintained while ensuring accuracy, balance, clarity, comparability, reliability, and timeliness.

Standards

For reporting on Financial performance of the Company, the Company Law guidelines are referred. Regular statutory audits as well as internal audits ensure commitment to Economic and Financial systems. The systems are open to verification and review by the government authorities. For reporting on Quality, Environment, Health & Safety management and Socially acceptable practices in the organization, International Standards such as ISO 9000, ISO 14001, OSHAS 18001 and SA 8000 are used. For reporting on Carbon Dioxide (CO2) emissions from our Integrated Steel Plants (ISPs), World Steel Association (WSA) guidelines and calculation methodologies are used. Our work environment and safety regulations are followed as per the requisite regulations issued from time to time by the Ministry of Environment, Forest and Climate Change (MOEFCC) and the Factories Act 1948. Materiality Assessment has definitely helped us in prioritizing issues pertaining to economic, environment and social aspects of Sustainability and stakeholder engagement process. The material topics, explained in the respective chapter, are established through this materiality assessment process.

Distribution and Feedback

Full report has been written in English Language. The report is available at SAIL website (www.sail.co.in) and can be requested via email too. Stakeholder feedback on the report shall be reported to the relevant department upon its receipt via email. Any other additional information about SAIL's efforts on sustainable development can be sought at sailsustainability@gmail.com

Assurance

No External Assurance was carried out for this report.



Little bit of SAIL in everybody's life SAIL Steel Usage: Chandrayaan







SAIL'S ACCOMPLISHMENTS

SAIL continued to earn profit consecutively for two years despite the challenging times. The government's supportive policies played a pivotal role in maintaining the profitability of the company. SAIL also achieved its best ever 14.23 MT annual sales during FY 2019-20. SAIL's exports touched 1.18 MT, achieving its highest-ever export volume with 54% growth over the previous corresponding period.

Some of the performance highlights of SAIL are presented below:

Financial 🔏	ancial All values are in ₹ Crore		
Key Performance Indicators	2017-2018	2018-19	2019-20
Turnover	58,297	66,267	61,024.88
Net Sales	56,893	66,267	61,024.88
Profit Before Tax	-759	3,338	3,170.66
EBITDA	5,184	10,283	11,199.01
Capital Expenditure	5,130	4,303	4,114
Total Assets	1,14,190	1,16,483	1,25,097.81
Export Sales	2,244	2,873	3,743.26
Profit After Tax	-482	2,179	2,021.54
CSR Budget	26	31	33

Production **P	All values are in MT		
Key Performance Indicators	2017-18	2018-19	2019-20
Plants			
Hot Metal	15.94	17.5	17.438
Crude Steel	15.02	16.3	16.15
Pig Iron	0.27	0.48	0.57
Total Saleable Steel	14.07	15.06	15.08
Semi-Finished Steel	2.61	3.16	2.99
Finished Steel	11.46	11.90	12.01
Mines			
Iron Ore Production	26.83	28.35	28.84
Flux Production	2.05	1.84	2.42

As a responsible corporate house, SAIL has continually strived for implementation of energy and resource conservation schemes and has equally laid emphasis on development and usage of renewable power sources. In order to assess its performance on social fronts company has mechanisms in place to monitor the social impact indicators such as labour productivity, employee training, and spending on CSR etc.

Environmental 🏐				
Key Performance indicators	Unit	2017-18	2018-19	2019-20
Specific CO ₂ Emission	t/tcs	2.56	2.57	2.54
Particulate Matter Emission Load	kg/tcs	0.74	0.70	0.68
Specific Effluent Load	kg/tcs	0.081	0.085	0.082
Specific Effluent Discharge	m³/tss	1.78	1.80	1.83
Specific Water Consumption	m³/tcs	3.62	3.44	3.50
Social 7				
Key Performance indicators	Unit	2017-18	2018-19	2019-20
Labour Productivity	tcs/man/year	344	389	400
Training	man-hours/employee/year	84.80	72.0	56.0
Spending on CSR	₹ Cr.	25.70	31.18	27.56
Female Employees	% of total employees	6.0	6.0	6.0



SAIL The Leading Steel Maker

Business Profile

Steel Authority of India Limited (SAIL), a Government of India Undertaking and a Maharatna Central Public Sector Enterprise, is the premier steel-making organization of India. The Company's headquarter is at New Delhi, India. SAIL is a fully integrated iron and steel maker, producing both basic and special steels for domestic construction, engineering, power, railway, automotive & defence industries and for sale in export markets thereby responsible for driving the industrial revolution of modern India for more than six decades. The Company is among the seven Maharatnas of the Country's Central Public Sector Enterprises. SAIL produces iron and steel at five Integrated Plants and three Special Steel Plants, located principally in the eastern and central regions of India and situated close to its captive iron ore, limestone and dolomite mines which are domestic sources of raw materials.

Scope of the Report

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

Plants

- Bhilai Steel Plant
- **Durgapur Steel Plant**
- Rourkela Steel Plant
- **Bokaro Steel Plant**
- **IISCO Steel Plant**
- Allov Steels Plant
- Salem Steel Plant
- Visvesvaraya Iron and Steel Plant
- Chandrapur Ferro Allov Plant

Units

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

RMD Mines Iron Ore Mines

- Kiriburu
- Meghahatuburu
- Gua
- Manoharpur
- Bolani
- Barsua
- Kalta

Flux Mines

- Kuteshwar Limestone Mines
- Bhawanathpur Limestone Mines
- Tulsidamar Dolomite Mine

BSP Mines

- **Iron Ore Mines** Rajhara
- Dalli
- Jharanda**ll**i
- Dalli Manual
- Mahamaya

Flux Mines

- Nandini Limestone Mines
- Hirri Dolomite Mines

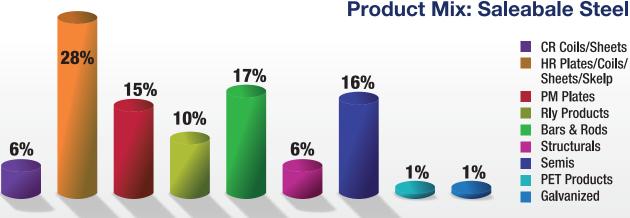
VISL Flux Mines

- **Bhadigund Limestone Mines**
- Kenchapura Dunite Mines

SAIL has the largest marketing network among all corners of India.

SAIL also has an extensive dealership network comprising of more than 2,300 dealers spread across the Country. With 33 Distributors already in place in the 2-tier distribution network as on 1st April 2020, this channel of retail sales is being further strengthened. This huge network spread across the Country helps in meeting the requirements of a wide range of customers spread through length and breadth of the Country. Total sales to distributors in the FY 2019-20 have shown a significant growth of over the previous year.

domestic steel producers. As on 1st April, 2020, SAIL's functional network of marketing offices consists of 37 Branch Sales Offices, 10 active Customer Contact Offices, 23 Departmental Warehouses and 21 functional Consignment Agency yards. Marketing efforts are further supplemented through SAIL's Retail Channel that reaches the products of mass consumption to remote





PRODUCTS BASKET

Company's rich product basket covers an unmatched range of mild steel, both in long and flat categories, as well as wide variety of special and stainless steel. Entire product gamut comprises of more than 50 products, 500 grades and 5000 dimensions. This rich range produced by the Company finds its wide application in projects of national/international importance and in almost all possible sectors of the society viz Construction and Infrastructure, Defence, Railways, Automobiles, Engineering and Fabrication, Capital Goods, Pre-Engineered Buildings, Earth Moving Equipment, Construction Equipment, Pipes & Tubes, Wind Mills, Drum & Barrels, White Goods, Transport (Oil, Gas & Water), Tower: Transmission Lines (TLT), Power Distribution, Telecom, Thermal & Hydel, Power Electrical Equipment, Agricultural Equipment etc.





Electric Resistance Welded Pipes, Spiral Welded **Pipes**



Long Products TMT Bars (Earthquake resistant, (EQR), High Corrosion resistant (HCR) & Coils, Parallel Flange Section (NPB*WPB-SAIL NEX), Angles, Channels, Beams, Wire Rods, Rounds, RCS, Crane Rails, Special Steel



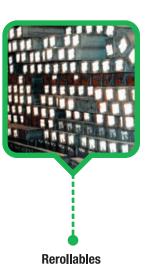
Flat Products HR coils, Sheet &Plates, CR Coils & Sheets, GP Sheets & Coils and GC Sheets, Electrical Sheets



Railway Products Rail, Wheels, Axels & Wheel Sets



Stainless Steel, Alloy Steel



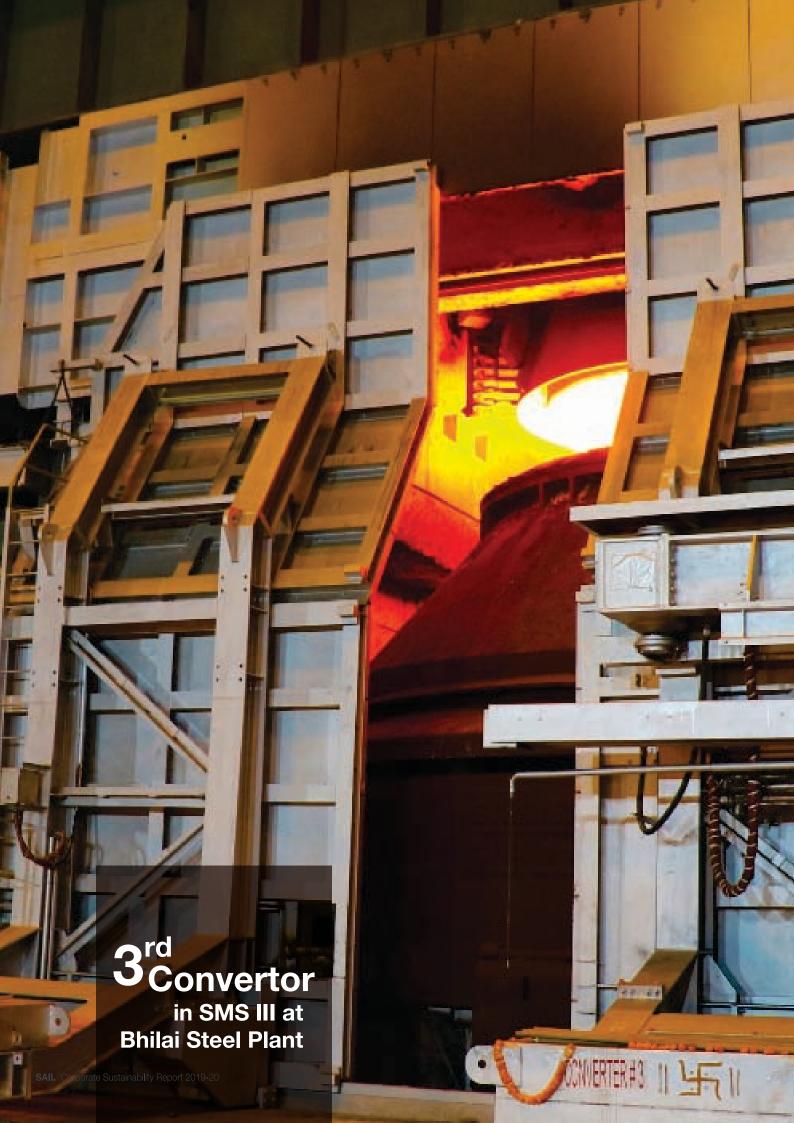
Blooms, Billets, Slabs











Sustainability at SAIL

At SAIL, the belief in sustainability is derived from a built-in dedication and commitment to consider SAIL as a living and breathing organization. A "Living Organization" is responsible organization and as a natural consequence earn the respect of its stakeholders. A mutual trust & respect of stakeholders which finds its strength from listening, learning and combining to the overall well being of the community, makes a positive impact on the socio-economic landscape of large society. The Company has undertaken a large number of initiatives and programs over the course of time to infuse and institutionalize the idea of sustainability into its business practices. Today, sustainability is the pivot of the business policy of the Company.

SAIL as a living organization has always been striving to take sustainability beyond the triple bottom line. In order, to do so we have adopted a holistic approach for outlining our sustainability framework referring the Business, Health & Safety, Environment and Community issues across all operations of SAIL. This established company-wide system helps in identifying, addressing and reporting sustainability related issues. The sustainability priorities at SAIL are contrived considering the feedback of relevant stakeholders of the company. This approach in particular has helped SAIL to be more socially and environmentally accountable organization and has brought a greater cognizance of our responsibility of SAIL as a corporate citizen.

To improve accountability within the system Sustainable Development Policy has been promoted by the Operating Model and helps in implementation of this framework.

The business roles and responsibilities of the employees are aligned with mission and values of the Company. The sense of social responsibility helps us in engaging with our stakeholder in a constructive manner. SAIL takes a holistic view of supply chain processes, logistic and technologies that affect the environment, social, economic and legal aspects of supply chain component with a basic objective of improvement of product range and quality, avert detrimental environmental condition, good working atmosphere. Our commitment to give back to the society, through our various well designed community initiatives, remains our main aim.

Sustainability Strategic Priorities of SAIL

- · To be a business leader in the field of Steel making.
- · To have high ethical standards while conducting business.
- To continuously expand in the market with sustainable growth strategies.
- To achieve excellence across the value chain and benchmark operations with the global best practices.
- To adopting 'state-of-the-art' technologies in order to excel in the area of environmental management.
- To monitor and incorporate functional improvements in the allinclusive business-model of our Company viz-a-viz mining, steel making, marketing, human resource management and peripheral services including community development
- To be a socially responsible Company by fulfilling social commitments towards society.
- To device participative mechanisms for all our stakeholders such as employees, customers, suppliers and community so that "development with sustainability" remains our focus area.
- To keep the business sustainable by adopting multi-dimensional approaches in the areas of cost and financial management, technology upgradation, value addition on products along with addition of new products that align with the future demands.
- To accelerate investments in new products and processes to meet the future global and domestic demands.

Strengths

- · The leading steel producers of the Nation.
- Most diversified product range than any other domestic steel company.
- Efficient and environment friendly operations through modernized units with newer technology.
- Nationwide well established marketing and distribution network to enable SAIL products to reach across Country.
- RDCIS a distinguished in-house research establishment at

 Republic
- · Land bank availability for future capacity expansions.
- · Captive iron ore resources.
- Highly qualified professionals with experience in steel making and well-established systems and procedures.
- Multi located production units give SAIL an edge over other domestic steel players.

Opportunities

- Government policies for growth of steel intensive sectors such as infrastructure, capital goods, construction, etc. to position India as the 2nd largest steel consumer in the world in the coming years.
- Newly commissioned mills oriented towards products required to cater to the infrastructure development.
- Ministry of Mines entrusting SAIL with responsibility to make available 25% of its total mineral production of the previous year in the open market.
- · High export potential for markets of Middle East and SE Asia.
- Potential for improving product quality and reducing cost through operational efficiency and use of new and modernized units.

Growth Strategies

- Consolidation of leadership position through capacity enhancement
- Strategic alliances for further supporting the growth initiatives
- · Developing new mines for ensuring raw material security
- · Improving quality of input material
- · Increased focus on value added steel
- · Continual enhancement in operational efficiencies
- Cost optimization





As various Economic, Social and Environmental risks are associated with the operations, some of the envisaged risks and associated mitigation measures along with the strategies for the growth of the Company are appended below:

Risks

- Increased competition from domestic and overseas steel manufacturers along with dumping of steel from abroad.
- Cheap sourcing of steel from countries with whom India has Free Trade Agreement (FTA).
- Low domestic demand and poorer sales realization of products.
- Diminishing ore and coal reserves in India leading to dependence on external sources for key input - coking coal and Higher Royalty rate on Iron Ore
- Delays in ramping up of production from the new Units due to initial stabilization factors.
- Elevated manpower cost and poor employee age-mix.

- Increased global concern for climate change prompting adoption of challenging targets by the Regulators.
- Operational and Financial risk to the industry in form of carbon taxes, emission caps etc.
- Deteriorating air and water quality as a result of increasing concentration of industries in the vicinity.
- Fulfillment of social responsibilities concurrently with Plant/Units/Mines activities.
- Motivation of employees and talent retention.
- Ensure development programmes in villages.

Mitigation Strategies

- Market expansion to explore and strengthen presence in new growth segments.
- Product innovation to provide cutting-edge solution and retain customers.
- Expeditious ramping up of new units, explore the rural markets
- Securing long-term contracts with suppliers and establishing relationship with customers.
- Development of new mines and exploring international partnerships.
- Rationalization of workforce.

- Regular adoption of clean technologies to reduce CO₂ emissions.
- More venturing in environmental protection measures.
- Compliance with the norms as well as preparing for beyond compliance scenario.
- Appropriate need assessment and community engagement programmes.
- · Ensure professional growth.
- Social up-liftment by investing on community and its development.

Sustainability Framework

The Company believes that its stakeholders play a leading role in identification of key sustainability issues. Inputs of the valued stakeholders are used for designing materiality issues which facilitates identifying our sustainability priorities. The direction towards the formulation of the Company's vision, goals, policies and strategies are as per the outcome of the materiality assessment.



Core and Support Functions (Corporate, Plants & Mines)

Operations (Steelmaking and Mining), Marketing, Finance & Accounts Human Resource Management, Infrastructure and Utilities, Maintenance, IT, Projects, Resource Management, Supply Chain, R&D, Risk Management, Knowledge Management, Automation, Environment, Health and Safety Management, Community Development.

Implementation, monitoring and review of various sustainability initiatives results in enhancement of sustainability performance are taken care by core and support function.









PARTNERSHIPS, ASSOCIATIONS AND MEMBERSHIPS

World Steel Association (WSA)

SAIL is a member of WSA and conforms to WSA principles. Continuing association with the WSA has enabled us in achieving excellence in steel production through knowledge sharing on sustainable steel production and practices for achieving business prominence. SAIL measures and reports on GHG emissions as per WSA methodology. Moreover, the Company is committed to use WSA principles & coproducts to reduce CO₂ emissions, adopt better operational practices and new technology for enhancing energy efficiency along with focused research for exploring innovative technologies.

Montreal Protocol

SAIL upheld its commitment towards Montreal Protocol by successfully phasing out the Ozone Depleting Substances (ODS), viz. Carbon Tetrachloride (CTC). Presently, Trichloroethylene (TCE) is used as cleaning solvent the operations.

Standing Conference of Public Enterprises (SCOPE)

Being one of the largest Public Sector Enterprises (PSE) in India, SAIL has been actively involved in the proceedings of SCOPE, a prominent body of the Central Government of India

Stockholm Convention On Persistent Organic Pollutants (POPs)

Our association with MOEFCC and UNIDO for setting up of a facility for environmentally sound management of Polychlorinated Biphenyls (PCB) at BSP connotes our commitment towards the Stockholm Convention. PCB, a Persistent organic pollutant (POP), in electrical transformers will be treated/destroyed using 'PLASCON' technology in association with UNIDO under this ongoing project. The facility will have provision for destruction of pure PCB and PCB containing wastes along with facility for decontamination/treatment of PCB contaminated equipment, transformer oil and wastes. Once completed this facility will not only benefit SAIL Plants, but also other industries in-line with Stockholm Convention commitment.

Charter on Corporate Responsibility for Environment Protection (CREP)

At SAIL, we have voluntarily subscribed to the action points defined under the Charter on Corporate Responsibility for Environmental Protection (CREP), an MOEFCC initiative. As a responsible corporate citizen, we strive to go beyond the statutory compliance and try to make a significant mark in this Charter through various measures including waste minimization, in-plant process control & adoption of clean technologies etc.

Other Associations & Memberships

- All India Management Association (AIMA)
- Centre for Organization Development (COD)
- Consultancy Development Centre (CDC)
- Federation of Indian Chambers for Commerce and Industry (FICCI)
- Forum of Women in Public Sector (WIPS)
- · Indian Institute of Metals, Kolkata (IIM)
- Indian Institute of Plant Engineers (IIPE)
- · Indian Steel Association (ISA)
- Indian Society for Training and Development (ISTD)
- Indo USSR Chamber of Commerce and Industries (IUCCI)

- Institute of Public Enterprises (IPE)
- Institute of Rail Transport (IRT)
- Project Management Associate (PMA)
- The Energy and Resources Institute (TERI)
- The Indian Iran Chamber of Commerce and Industry (IICCI)
- World Confederation of Productivity Science (WCPS)
- PHD Chamber of Commerce (PHDCCI)
- Indian Iron and Steel Sector Skill Council (IISSSC)
- World Steel Association & International Stainless
 Steel Forum (ISSF)

Key Joint Venture Collaborations

- NTPC-SAIL Power Company Limited
- Bokaro Power Supply Company Limited
- · mjunction Services Limited
- International Coal Ventures Private Limited
- SAIL-RITES Bengal Wagon Industry Pvt. Ltd.
- SAIL Bansal Service Centre Limited
- Bhilai Jaypee Cement Limited
- S&T Mining Company Private Limited
- SAIL & MOIL Ferro Alloys Private Limited
- · SAIL-SCI Shipping Private Limited

- · SAIL SCL Kerala Limited
- SAIL Kobe Iron India Private Limited
- SAIL-Bengal Alloy Castings Pvt. Ltd.
- PrimeGold-SAIL JVC Limited
- VSLSAILJVC Limited
- Abhinav-SAIL JVC Limited
- Romelt-SAIL (India) Limited
- NMDC SAIL Limited
- · Bastar Railway Private Limited
- GEDCOL SAIL Power Corporation Limited

Strategic Initiatives of the Company

SAIL has taken steps to install Pellet Plants in Joint Venture with Kudremukh Iron Ore Company Limited (KIOCL) at SAIL Plants / Mines for utilization of the Pellets in the Steel Plants of the Company. M/s. MECON has prepared a Techno Economic Feasibility Report (TEFR) for a 4 MTPA capacity Pellet Plant at Bokaro Steel Plant in Phase-I. Further actions like Characterization Study at RDCIS for production of Pellets and discussions with KIOCL on formation of the Joint Venture are being taken.



MOU Ayushman Bharat





AWARDS AND ACCOLADES

- 7 Vishwakarma Rashtriya Puraskar for 38 SAIL employees for the Year 2017.
- SCOPE Corporate Communication Excellence Awards 2019 in Crisis Communication and Internal Communication.
- 9th CII HR Excellence recognition award for "Strong Commitment to HR Excellence" for the year 2018-19.
- 7th Construction World Global Award for Leading growing Steel Company in Large Category.
- Observer Dawn-International Business Awards 2019 for Best Turnaround Company and Best Corporate Communication in PSU Category.
- "Top Rankers Excellence Awards 2020" for Best Corporate Communication at 21st National Management Summit.
- Governance Now 7th PSU Award for 'Strategic Investment'.
- CSR Times Awards, 2019 for 'Best PSU' in Education Category in recognition of the initiative for setting up of DAV Rowghat Ispat Sr. Sec. Public School' in one

- of the Aspirational Districts Kanker at Antagarh, Rowghat Mining area in Chhattisgarh at the National CSR Summit.
- Highest performer in the category import of Dry Bulk Cargo at Haldia Port (HDC) under Kolkata Port Trust (KoPT) for the year 2018-19 at Kolkata organized by Kolkata Port Trust.
- Second highest performer in the category import of Dry Bulk Cargo at Kolkata Port (KDS) under Kolkata Port Trust (KoPT) for the year 2018-19 at Kolkata organized by Kolkata Port Trust.
- Highest importer of Limestone through Paradip Port in 2018-19 during "Third Edition of Smart Logistics Summit & Awards" at Bhubaneswar.
- Bhilai Steel Plant's pavilion adjudged the best for Excellence in Display at Rajyostav 2019.
- RDCIS bagged two prestigious awards IIM-TSL New Millennium Award and M. Visvesvaraya Award.



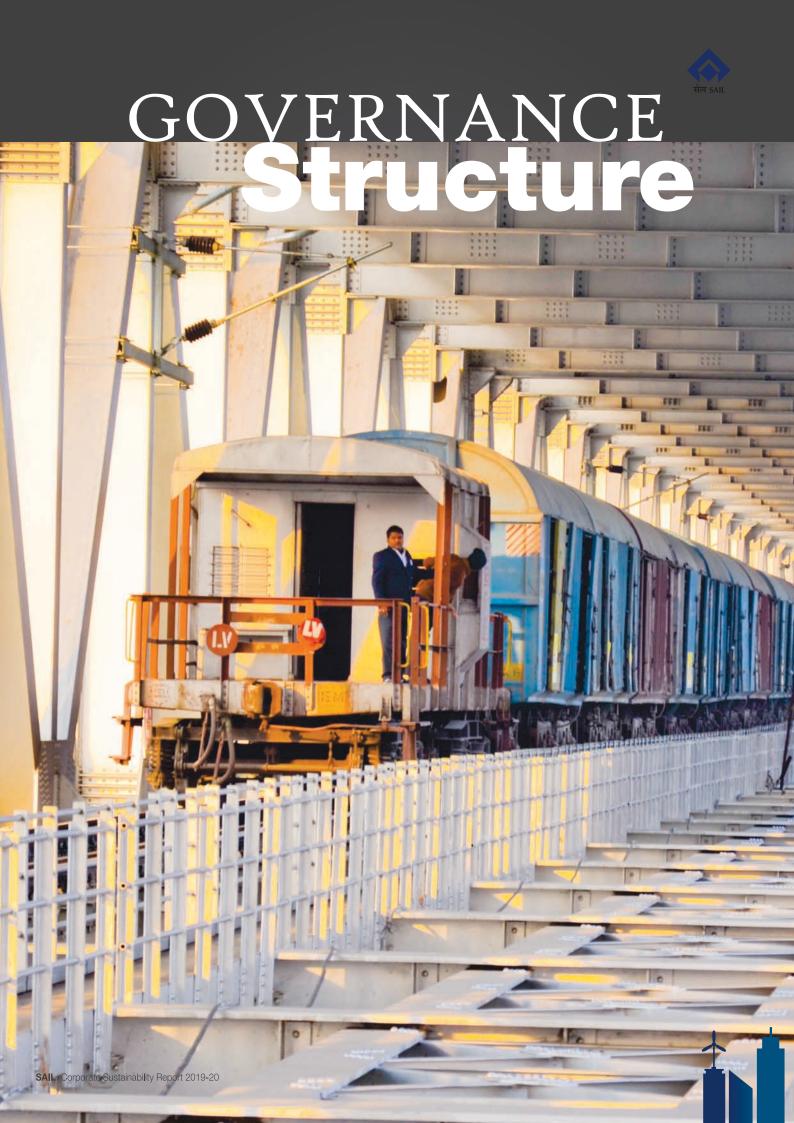
Prestigious Scope Corporate Communication Award to SAIL











The Company has a good corporate governance structure, and strong management processes, controls, policies and guidelines which drives the organization towards its business objective and also meets the needs of various stakeholders.

Governance Structure

SAIL is committed to the highest standards of Corporate Governance which are bolstered in our vision and credos. SAIL's philosophy with respect to Corporate Governance is to ensure transparency, disclosures and reporting that conforms fully to laws, regulations and guidelines including the Companies Act, 2013, SEBI (LODR) Regulations, 2015 and DPE guidelines, and to promote ethical conduct throughout the organization, with the primary objective of strengthening shareholders value. Our Vision and Credo plays a very significant role in steering our Board of Directors to conduct business in an economically, socially and environmentally sustainable manner. We have always been awarded the highest Grade i.e. 'Outstanding' in compliance of the provisions of Corporate Governance as per the DPE Guidelines on Corporate Governance 2010.

At SAIL, the Board is at the Apex of the Governance framework. Our Board is accountable to all stakeholders and each member of the Board owes his/her first duty for protecting and furthering the interest of the Company. The robust protocols such as independent internal audit, documented policies, guidelines, procedures, regular review by Audit Committee, CAG Audit of Corporate Governance, Independent Audit by Auditors etc. supplements in effective functioning of the Board. In addition to these protocols, SAIL has specialized committees which are led and supervised by Independent Directors having valuable and varied experience. This dynamic structure enables our Company to have an independent perception on various governance issues before the same are considered by the Board of Directors. Some of the key committees are Audit Committee, Nomination & Remuneration

Committee, Stakeholders' Relationship Committee, Corporate Social Responsibility Committee and SAIL Risk Management Committee. During the year, besides, these mandatory Committees, various other Board Sub-Committees (BSC) such as BSC on Strategic Issues & Joint Ventures; Projects Committee; BSC on Health, Safety and Environment have also been constituted by the Company. Details of various Committees are presented in our Annual Report.

The Company conducts in-house training and workshops with the help of reputed external agency on various issues and subjects. In this regard, there is also a Policy for Training of Directors. The Directors including Functional Directors are nominated to the training programmes organised by various institutions such as DPE, SCOPE, IOD, etc. on the issues related to Corporate Governance, etc. Further, the newly appointed Independent Directors on the Board of the Company are familiarized with the overall view of the Company, Organization Structure, Company's Plants & Units, Product Portfolio, Financial and Operational Performance, Corporate Plan, Modernisation & Expansion Plan, Corporate Governance, Code of Conduct, etc. through structured presentations. Besides, information regarding their roles and responsibilities at their position is also furnished to them.

The Company believes in building trust to enhance its reputation and boost the confidence of its investors & stakeholders. In line with this, SAIL has been proactively and regularly sharing key information with all stakeholders through use of different communication channels. The Annual General Meetings (AGM), wherein





the annual report of the Company together with Audited Accounts for Financial Year is presented by the Directors, is one such platform where the suggestions, comments and feedback of our shareholders are highly appreciated. The proceedings of the AGM are duly recorded and the concerns of the shareholders are deliberated at the Board Meeting and after evaluation, these are integrated into the management's business decision.

For management of diverse issues pertaining to economic, environmental and social areas, various Corporate Office Divisions/ Departments regularly assimilate, compile and monitor the status reports in conjunction with the agenda papers. These reports are prepared with the valuable inputs provided by the respective Plants/Units, on the economic, environment and social performances including legal compliance and are regularly and methodically put up to the Board for examination, comments and recommendations. The inputs and observation of the Board are examined and analyzed by the top management and subsequently envisioned for business decision-making.

The Board has laid down a Code of Conduct for all Board Members and Senior Management of the Company. The Code of Conduct has been posted on the website of the Company. All the Board Members and Senior Management Personnel have affirmed compliance with the Code. No penalties, strictures have been imposed on the Company by any statutory authority (e.g. Stock Exchange(s), SEBI) in the matter related to capital markets or compliances during the year. Adherence to Code of Conduct has ensured faith of our stakeholders in the Company.

There were no transactions by the Company of material nature with Promoters, Directors or the Management, Subsidiaries, relatives during the year, thereby eliminating any potential conflict of interests between the Company and its stakeholders.

SAIL being a Government Company, the nomination, appointment and fixation of terms and conditions of Independent Directors is made by Government of India. No other pecuniary benefit is granted to the Non-Executive Directors (other than the Government Nominee Directors). Independent Directors are paid only sitting fee for each Board/ Board Sub-Committee Meeting attended by them. The salary and pay scales of the Whole Time Directors is fixed in accordance with the prevailing rules of the Government. There is a well laid down procedure for evaluation of Functional Directors and CMD by the Administrative Ministry.

Board Composition

SAIL Board is a mix of full time Executive Directors, Government Nominee Directors and Independent Directors, conforming to the provisions of the Company's Act, SEBI (LODR) and DPE Guidelines. As on 31st March 2020, the Board of Directors comprised of a full time Chairman, 6 Whole Time Directors (i.e. Executive Directors) and 6 Non-Executive Directors (consisting of 2 Government Nominee Directors and 4 Independent Directors). During the year, 10 Board meetings were held.

There were no investors complaints pending redressal as on 31st March 2020. All the fifteen complaints received during the year were addressed and resolved.

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







Enterprise Risk Management (ERM)

Enterprise Risk Management is a strategic business discipline that supports the organization's objectives by addressing its risks and managing the impact of these risks. It is the practice of planning, coordinating, executing and handling the activities of an organization in order to minimize the impact of risk on investment, earnings and also strategic, financial and operational risks.

The Risk Management Policy of SAIL was approved by the Board much before the same became a statutory requirement and since then, risk management in SAIL has grown and developed in line with internal and external changes. Our Policy provides guidance for the management towards business risks across the organization. It focuses on ensuring that the risks are identified, evaluated and mitigated within a given time frame on a regular basis. Currently, the architecture of Enterprise Risk Management in SAIL comprises a well-designed multi-layered organization structure, with each Plant/Unit having its own perceived Risks which are

under constant monitoring by the Risk Owners / Risk Champions who frame and implement the mitigation strategy and take it to its logical conclusion.

Risk Management Committee of the Plant/Unit, chaired by the Head of the Plant /Unit, periodically reviews the risks and its mitigation status and reports the same to Chief Risk Officer (CRO) of SAIL. SAIL Risk Management Committee (SRMC) oversees the Risk Management function in the Company by addressing issues pertaining to the policy formulation as well as evaluation of risk management function to assess its continuing effectiveness. Risks identified by the Risk Champion/ Risk Officer are deliberated in the Risk Management Committee and strategy for mitigating such risks is formulated. Roles and responsibility of Board, Audit Committee, SAIL Risk Management Committee, Risk Management Steering Committee, CRO, Risk Officer/ Risk Champion related to risk management are defined under the Policy and duly approved by the Board.

Policies at SAIL

SAIL has formulated various policies which ensure transparency, accountability, disclosures and reporting. Policy and Strategy formulation is a well-structured process guided by Company's Vision and Credo. The basket of policies that are available on SAIL website include Policies on MOU, Enterprise Risk Management, Corporate Social Responsibility, Sail Mediclaim Scheme For Retired Employees, Inter Plant Standardization in Steel Industry (IPSS), Safety, Quality, Corporate

Environmental Vision, Policy and Responsibility, Human Resource, HIV/AIDS, Information Technology Security, Sustainable Development. Details of these Policies are uploaded on SAIL website.

The policies on Human Resource, Occupational Health and Safety, Communication, Maintenance, Township, Energy Management and Social Accountability, etc. at the Plant level also promote concept of transparency and accountability.









BOARD OF DIRECTORS as on 20th August 2020

CORPORATE LEADERSHIP



Shri Anil Kumar Chaudhary Chairman with Addl. Charge of Director (Personnel)



Shri Vijoy Kumar Singh Additional Secretary & Financial Adviser Government of India, Ministry of Textile & Addl. Charge of Financial Adviser, Ministry of Steel



Shri Puneet Kansal Joint Secretary, Government of India, Ministry of Steel



Director (Commercial)



Director (Technical) with Addl. Charge of Director (RML) & CEO, BSL



Shri Amit Sen Director (Finance)



Shri Anirban Dasgupta Director (Projects & Business Planning) with Addl. Charge of CEO, BSP











Prof. N.K. Taneja Independent Director







Chief **Executive Officers** (Permanent Invitees)



CEO, RSP





CORPORATE INTEGRITY

Integrity plays a significant role in the long-term success of any business. At SAIL, the objective of Vigilance set-up is to facilitate an environment that enables the employees to work with integrity, efficiency and transparency; upholding the highest ethical standards for the organization. To achieve this objective, dedicated Vigilance departments across all Plants/Units carry out preventive, proactive and punitive activities with greater emphasis in the preventive and proactive functions. In order to prevent corruption, all operations of SAIL are subject to scrutiny by Vigilance Department.

Chief Vigilance Officer, appointed by the Central Government on tenure basis, heads a full-fledged Vigilance team of around 140 employees. The Vigilance Wing carries out its work independently and the Chief Vigilance Officer reports to the Central Vigilance Commission directly on the aspects of corruption.

The Company has put in place Conduct, Discipline and Appeal (CDA) Rules which prescribe the code of conduct as applicable mostly to the executives of the Company whereas the non-executive workmen are covered under the code of conduct / misconduct as mentioned in the Standing Orders of respective Plants / Units of SAIL.

In July 2007, the Company implemented Integrity Pact for all contracts / procurements valuing ₹100 Cr. and above. Subsequently, to cover more contracts / procurements, threshold value has been reduced to ₹20 Cr.; and all tenders related to handling contracts in CMO departmental warehouses, irrespective of threshold value, are also covered under Integrity Pact. Guidelines on banning of business dealings with bidders / contractors / agencies dealing with SAIL have been implemented in the Company and made part of the Integrity Pact wherein it has been envisaged that appropriate action shall be taken against the signatories of Integrity Pact, if they are found involved in unethical practices including corruption and bribery.

SAIL Vigilance undertakes numerous Preventive/ Participative Vigilance activities to prevent corruption in all the operations of SAIL; inter-alia including:

• Conducting Surprise Checks/File Scrutiny/Joint Surprise Checks in various areas

- Identification of Thrust Areas and focussing Vigilance activities towards these areas
- Undertaking Intensive Examinations and System Improvement Projects in various Plants / Units of SAIL
- Coordinating with Central Bureau of Investigation and other Central Agencies in anti-corruption matters
- Conducting training and awareness programmes to sensitize officials
- · Periodically publishing SAIL Vigilance journal
- Laying emphasis on updation of existing systems & procedures
- Ensuring Job rotation in Sensitive areas
- Giving Preventive & Administrative recommendations on case to case basis as per requirement
- Handling of movable and immovable property returns with respect to executives
- Providing Vigilance Status / Clearance for various purposes like Promotion, completion of Probation period, final settlement of dues for Superannuation, conferment of Award, selection for PESB posts, etc.
- · Monitoring the implementation of Integrity Pact
- Maintaining List of Officers of Doubtful Integrity and an Agreed List
- Laying emphasis on technology leverage for increasing e-tendering and e-payment etc.

As per the directives of the Central Vigilance Commission (CVC), SAIL has identified sensitive areas / sensitive posts in the organization. Executives posted in these sensitive posts for more than three years are identified and rotated annually. Vigilance Department also provides inputs on existing systems to respective administrative authorities for ensuring greater transparency. During the year 2019, 13 cases were taken up for Intensive Examination at different Plants / Units. During these Intensive Examinations, high value procurement / contracts are scrutinized comprehensively and necessary recommendations are forwarded to



Integrity Pledge being taken





concerned departments for implementing suggestions for improvement.

The Vigilance Department receives and investigates complaints as per guidelines of CVC. During FY 2019-20, 827 complaints were received in SAIL Vigilance and 810 complaints were disposed off; out of which 306 complaints were found anonymous / pseudonymous, 96 complaints were forwarded to other departments, 249 complaints were closed as the allegations had no vigilance angle / were not substantiated, 134 number of complaints were closed with preventive/administrative recommendations whereas regular departmental actions were initiated in 25 complaints. A total of 2,354 surprise checks/file scrutiny were conducted by Vigilance Department in the vulnerable areas/departments of different Plants/Units.

In order to create vigilance awareness among the employees on aspects such as Whistle Blower Policy, Purchase/Contract Procedures, Conduct and Discipline

Rules, Common Irregularities, System and Procedures followed in SAIL etc., workshops and interaction-cumawareness sessions are organised regularly by Vigilance Department. In FY 2019-20, 156 such vigilance awareness workshops/trainings were organized at different Plants/Units, covering 2,594 participants.

The following four (4) thrust areas were identified by SAIL Vigilance for the year 2019:

- Scrutiny of projects w.r.t. change orders
- Scrutiny of emergency procurement and contract cases
- Scrutiny of repeat orders placed for procurement and contracts
- Scrutiny of cases where there is delay in payment of hills

As per the guidelines of Central Vigilance Commission, Vigilance Awareness Week was observed in SAIL during 28th October to 2nd November 2019. The week started with administering the Integrity pledge and reading out of messages of dignitaries on 28th October 2019 at SAIL Corporate Office as well as in all Plants / Units of SAIL. During the

Ethics Clubs were formed in the schools of SAIL's Bhilai Steel Plant in 2011. Encompassing the core values of Honesty, Integrity, Responsibility, Compassion, Unity, Patriotism, etc.; value education through Ethics Clubs is as an extra-curricular activity. Membership to the club is voluntary for students in the age group of 11 to 16 years. Members of the club are





week, Workshops/ Sensitization programmes, Anticorruption March / Walkathon, Customers meet etc were organized. Further, events like quiz, essay, slogan & drawing/ poster, debate competition etc were organized for SAIL employees and their families. As outreach measures, various events like Speech/Oratory competition, Poster/Drawing competition, Essay/Slogan competition, Inter school debate competition, Quiz competition etc were organized for School and College Students across various townships of SAIL and metro cities of Delhi & Kolkata.

To propagate ethical behaviour in the society at large,

designated as Young Champions of Ethics. Schools of other SAIL townships at Rourkela, Bokaro, Burnpur, Durgapur, Salem and Bhadravati joined the movement and today, Ethics Clubs members in SAIL run into many thousands. SAIL believes that ethical values imbibed in the Young Champions of Ethics at an early age will lead to ethically sustainable growth in the years to come.

To enhance Vigilance awareness, an in-house journal 'Inspiration-Prerna' having case studies and informative articles is also published by SAIL Vigilance Department.





Bonding with Stakeholders

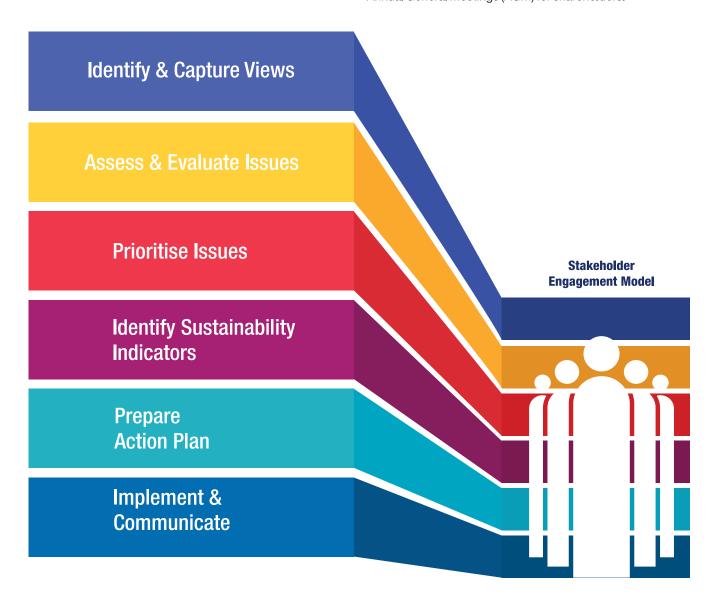
SAIL has a well-defined stakeholder engagement mechanism aimed at addressing their feedback and concerns and building trust amongst them. The well framed stakeholder engagement activities provide opportunities to identify risks arising out of the stakeholder concerns and develop strategies to manage them

At SAIL, any individual or group having interest or concern in the operational or business activities of the Company is understood as a stakeholder.

The business strategy and sustainability vision of the Company helps in identification of stakeholders. It is

based on the belief that stakeholders are the main contributors to the success of a Company and their feedback is a reproduction of their expectations. SAIL highly values partnership with its stakeholders and actively seek to strengthen the alliance with stakeholder groups like government, shareholders, employees, customers, suppliers, community, NGOs, academics, consultants, competitors, financial institutions etc.

The feedback mechanisms at SAIL have evolved and matured over several decades. The frequency of engagement varies with the stakeholder groups ranging from regular everyday interaction with employees to Annual General Meetings (AGM) for shareholders.



Engagement with Stakeholders

Completeness

- Knowing & Understanding Stakeholders
- · Transparent & Balanced Reporting

Materiality

- Assessing Significance to Stakeholders & Management
- · Deciding what to report

Responsiveness

- · Connecting & responding
- Providing Access to Information





Stakeholder Engagement Process at SAIL

Stakeholder Group	Sub Groups	Engagement Mechanism	Concerns / Perceptions	Accrued Benefits
Shareholders	GovernmentInstitutionsInsurance CompaniesIndividuals	Annual General Meetings, Quarterly and half- yearly reports to shareholders, Shareholder relation meets, Investor surveys	of wealth, Stock price, Grievances	Creation of wealth for Shareholders
Employees	Regular Contractual	Labour Unions, Bipartite & Tripartite Meetings, Departmental & Zonal Committee Meetings, Various Platforms for Dialogues & Communication, CEO Interactions, Employee Satisfaction Surveys, Annual Appraisals, Internal newsletters, etc.	Safe and healthy working conditions, Good remuneration package, Professional growth, Quality of life, Welfare measures, Training and Career Development	Inspired, encouraged, satisfied and enthused workforce
Suppliers	AncillariesBulk SuppliersVendors	Vendor meetings, Meetings with Suppliers, Ancillary Association Meetings, Supplier Relationship Management	Partnership with value creation, Timely payment, Engaging more local suppliers, Supplier satisfaction, etc.	Contented suppliers
Customers	Institutional Retail	Customer meets, Plant visits, Director's conference with customer groups, Visits to customers and customer satisfaction surveys	Partnership with value creation, Product quality, Delivery compliance, Customer satisfaction, Resolution of complaints, etc's	Long-lasting association, contented customer
Community	 Urban Rural Indigenous Communities	Community meetings, Interaction with municipalities, Town administrative committee, Involvement in local society Functions	Quality of life, Job opportunities, Education, Welfare measures, Medical facilities, Sustainable livelihood	Socio-economic development of the area, Partnership in development
NGO's	Local National	Visits to Plants, Seminars, Conferences, Interactions, etc.	Environment quality, Human rights, Freedom of association, Compliance to regulations	Safe and healthy labour force, Environment friendly operations, Ethical operations, Compliance to Standards
Regulators	Central GovernmentState GovernmentLocal Bodies	Meetings with Central & State Government/ Steel Ministry / Trade Bodies, Industry Associations, Ministry of Environment, Forests & Climate Change, Other statutory bodies, etc.	Economic, Environmental and Social Compliance, Human Rights, Safety, Compliance to ILO Conventions	Legal Compliance, Beyond Compliance
Competitors	Local International	Knowledge sharing, Partnership with value creation, Anticompetitive behaviour, Consumer privacy	Fair business, Partnership, Public policy advocacy	Knowledge sharing, Best practices, Ethical Business
Industry Associations	VISA CII FICCI IIM, etc.	Conferences, Workshops, Seminars	Industry Policy, Regulations, Technology, Environment, CSR, Business Excellence	Knowledge sharing, Public policy advocacy, Best practices
Academic Bodies	Institution Research Labs	Conferences, Workshops, Seminars	Knowledge management, R&D activities, Partnership for value creation	Knowledge sharing, New Technology
Professionals/ Consultants	Local International	Visits to Plants, Seminars, Conferences, interactions	Partnership with value creation, Training and development	Knowledge building, Value creation, Collaboration
Media	LocalNational	Press Meets, Interactions with Plant & Corporate Communications, etc.	Economic, Environmental and Social performance Achievements	Transparency and communication



Feedback from Stakeholders

SAIL engages with its valued stakeholders through diversified modes of engagement and then incorporates their feedback in its strategy and initiatives. Inputs from shareholders help into the strategic plan development and the consequent strategic objective setting. Customer feedback goes into forming basis for product improvement, products and services development necessary for customer retention, market penetration and growth. Interaction with suppliers allows the Company to recognize focus areas and strengthen relationship with them.

For capturing stakeholder feedback in systematic manner, SAIL has developed metrics. Customer Satisfaction Index and Employee Satisfaction are just some of such metrics used for gauging the stakeholder feedback and its quantification. SAIL consciously captures the employees' needs and expectations in a structured manner and ensures alignment of organizational policies with their expectations.

Materiality Assessment Process

Materiality Assessment helps in prioritization of issues pertaining to economic, environment and social aspects of Sustainability. SAIL has adopted a structured approach for understanding stakeholder expectations and has done analysis of relevant issues for their professed importance as well as impact on business. The materiality mapping activity incorporates internal & external stakeholders across all operations ensuring inclusivity in the approach.

The Stakeholder Consultation involving various internal and external stakeholders from Plants, Mines and Unit was done in 2017. For the present report also, SAIL has decided to consider the similar stakeholder concerns for identifying the material issues. While developing materiality mapping, it was ensured to adopt inclusivity in the approach and due importance was paid to the views of the stakeholders with regard to sustainability challenges faced by SAIL. For the present report also, the reporting boundary for all aspects has been restricted to the operations of SAIL.

Issues identified during Stakeholder Engagement	Linkage with GRI Material Topics	Page in Report
Enhancing profitability & growth	Economic Performance	36
Curtailing operating cost and encouraging cost saving	Economic Performance	36
Providing fair and equal wages	Market Presence	66
Managing resources and conserving minerals	Materials	47
Enhancing energy efficiency and adopting renewables	Energy	40
Conserving water by recycling and reusing	Water	44
Conserving biodiversity and land rehabilitation	Biodiversity	48
Reducing greenhouse gas emissions & carbon footprint	Emissions	44
Managing waste by recycling, reusing, recovering and reducing	Effluents & Waste	45, 46, 47
Enhancing employee satisfaction	Labour/ Management Relations	67
Health and safety of employees, process safety and emergency preparedness	Occupational Health & Safety	56
Enhancing employee productivity	Training & Education	70-71
Providing healthcare to community	Local Communities	74
Preventing corruption	Anti-Corruption	28
Increasing customer satisfaction	Marketing and Labeling	51









MATERIALITY MATRIX

- Promoting green procurement, green branding and eco-labeling
- Initiatives for employment generation
- Employability training to Community
- Code of Conduct/Ethics
- Talent retention and professional growth
- Gender empowerment amongst employees
- Upholding human rights in operations and supply chain
- Research and development in the area of green products
- Reducing use of ozone depleting substances
- Reducing environmental impacts during transportation, packaging and dispatch
- · Adopting sustainable sourcing practices
- Collaboration with suppliers for environmental conservation
- Environmental Grievances
- Investment on new process and products
- · Investment on research and development
- · Enhancing supplier satisfaction
- · Spending of CSR activities
- · Corporate governance and risk management
- Product related non-compliance
- · Community initiatives
- Employee training and skill development activities
- · Providing sustainable livelihood
- Supplier and contractors practices
- Product labeling and compliance
- · Product Marketing and Communication

- Improving profitability & growth
- Restricting operating cost and encouraging cost saving
- Providing fair and equal wages
- · Managing resources and conserving minerals
- Improving energy efficiency and adopting renewable
- · Conserving water by recycling and reusing
- · Conserving biodiversity and land rehabilitation
- Reducing greenhouse gas emissions & carbon footprint
- Managing waste by recycling, reusing, recovering and reducing
- Enhancing employee satisfaction
- Health and safety of employees, process safety and emergency preparedness
- Increasing employee productivity
- Providing healthcare to public
- Averting corruption
- · Increasing customer satisfaction
- · Reducing emissions, discharges and noise
- · Recycling and recycled materials utilisation
- · Restricting the use of hazardous chemicals
- Reducing the generation of hazardous waste, mining waste management
- Improving process management and technological parameters
- · Effective asset and capacity utilisation
- · Time delivery and quality management
- Employees and community grievances
- · Customer data privacy
- Security practices
- · Biodiversity and Land rehabilitation
- Compliance to legal regulations
- Development of value added products and enhancing exports

LOW

Business Impact

HIGH



Economic Sustainability

According to the World Steel Association (Worldsteel) the Global crude steel production reached 1,869.9 MT for the year 2019, up by 3.4% compared to 2018. Crude steel production contracted in all regions in 2019 except in Asia and the Middle East. India's crude steel production for 2019 was 111.2 MT, up by 1.8% on 2018. However, due to the upheaval created by the COVID-19 pandemic, the world steel demand is expected to drop to 1,654 MT (i.e. 6.4 %) in 2020 and then expected to recover in 2021 to 1,717 MT.

The COVID-19 pandemic is inflicting high and rising human costs worldwide, and the necessary protection measures are severely impacting economic activity. The uncertainty over the trade environment and volatility in the financial markets poses risk in growth and thus the demand of steel. On account of the pandemic, the global economy is projected to contract by 3 % in 2020, much worse than during the 2008-09 financial crises. The massive dislocations in spending, labor markets and downturn led by consumer and service sectors are contributing to decline in steel demand. The steel demand is envisaged to be short by 17.1 % in the developed economies and by 11.6 % in the developing economies excluding China.

In India from FY 2020 to FY 2025, sectors such as energy, roads, urban development and railways will take up around 70% of the projected capex. This fresh investment in power, railways, and water, coupled with renewed interest in the automobile sector is bound to bring in fresh demand for steel once the shutdown restrictions imposed due to COVID are eased and supply chain situations are brought back on track. Moreover, the wide range of ongoing infrastructure projects and unveiling of the new multimillion-dollar National Infrastructure Pipeline (NIP) projects by the government spreading across 18 states are likely to keep up the steel demand in the Country.

Some of the recent government initiatives in the steel sector like introduction of National Steel Policy (NSP) and Steel Scrap Recycling Policy to reduce import, levying of export duty on iron ore (lumps and fines) to ensure supply to domestic steel industry, levying of import duty on most steel items, setting up of an industry driven Steel Research and Technology Mission of India (SRTMI) to spearhead research and development activities in the iron and steel industry and imposing anti-dumping measures on iron and steel items has provide the much need thrust to Steel Industry of the Country.

We, as a preferred steelmaker, are delivering world class products which not only strengthen the infrastructure of the nation but also are appreciated by customers across the world. The Company took various initiatives during the reporting period for sustaining and consolidating its position as the leading steel producer of the country by delivering world class products.

Several strategic actions in key areas such as optimizing coal blend, improvement in yields, reduction in coke rate, enhanced concast production, maximizing use of inhouse engineering shops resulted in improvement economic indicators during the year. Positive outlook of credit ratings is an outcome of robust fund management practices.

Comparative performance of major financial parameters of last three FYs

Α	ll va	alues	are	in	₹	Crore

			All values are in ₹ Cro
Particulars	2017-18	2018-19	2019-20
Gross Turnover (Direct Economic Value Generated)	58,296	66,6267	61,024.88
Net Turnover	56,893	66,6267	61,024.88
Cost of Material consumed including bought out goods	26,679	32,291	29,212.87
Employee Wages & Salaries	8,850	8,830	8,781.32
Payments to Providers of Capital			
Interest (Finance Cost)	2,823	3,155	3,487
Interest (Capital-Expenditure during Construction)	669	704	740
Dividends	0	0	C
Community Investments (CSR Expenditure)	26	31	27.56
Contribution to Government / Exchequer	9,295	13,520	12,514
Operating Profit	2,037	6,882	7,429
Profit After Tax	-482	2,179	2,021.54
Income Retained in Business	-482	2,179	2,021.54

During FY 2019-20, the Company achieved its best ever sales volume of over 14.5 million tons (MT), registering a growth of about 2.8% over previous year. Continuing its efforts to enhance presence in the international markets, the Company took a big leap, with exports being highest ever at about 1.18 MT, a growth of over 54% over the previous year.

SAIL launched a Companywide initiative 'SAIL Uday' involving Boston Consulting Group (BCG) for improving the all-round performance of the Company. The study phase of 'SAIL Uday' culminated in October 2017 with the submission of the 'Comprehensive Turnaround Roadmap' Report by M/s. Boston Consulting Group. Presently, SAIL is in the process of implementation of the recommendations which are expected to contribute towards improvement in the Company's performance.





Research & Development

Research and Development Centre for Iron & Steel (RDCIS) of the Company is India's premier research organization in the field of ferrous metallurgy located at Ranchi. The Centre has more than three hundred diagnostic equipment and adequate pilot facilities under fifteen major laboratories. The Centre undertakes research projects encompassing the entire spectrum of iron & steel starting from raw materials to finished products along with Short Term Assignments (STAs) to investigate technical issues and suggest remedial measures for key concern areas in the Coal, Sinter Plant, Blast furnace, Steel, Refractory and Rolling Mills, etc. In FY 2019-20, 70 R&D projects and 50 projects were completed with substantial benefits to the organization.

Two projects are being pursued with assistance from Ministry of Steel: (a) Indigenous development of model based breakout prediction system for Continuous Casters, and (b) Development of automation system for optimum coal blending at coal handling plant of coke oven batteries.

Moreover, during the reporting period eighteen products have been developed and In its pursuit for excellence collaborative assignments with institutions and PSUs such as Indian Oil R&D; C-DAC, Thiruvananthapuram; Central Building Research Institute, Roorkee; NML Jamshedpur were also pursued.

The efforts of RDCIS engineers and scientists have culminated in filing of 15 patents and 7 copyrights (in association with SAIL Plants) during FY 2019-20. As many as 56 technical papers (26 international) were presented in seminars/ symposia/ conferences and 74 papers (16 international) were published in prestigious journals.

Modernisation & Expansion Plan

The Modernisation and Expansion Plan (MEP) at Rourkela, Burnpur, Durgapur, Bokaro and Salem Steel Plants and all major facilities under MEP of Bhilai Steel Plant have been completed. The various facilities are under operation, stabilization and ramp up. The cumulative expenditure of ₹ 66,585 Cr. (Gross) has been incurred till March 2020 on MEP (excluding sustenance schemes). Considering the Revised Cost Estimates (RCEs) approved so far, the indicative investment for MEP is likely to be ₹ 79,420 Cr. (Gross) (excluding the sustenance schemes). The RCE of Bokaro Steel Plant (BSL) is under finalization.

Besides Modernisation and Expansion Projects, the Addition, Modification & Replacement (AMR) Schemes have also been taken up which are required for management of existing operations and primarily focuses on improving the current level of efficiency and output in incremental measures. Following projects were completed during FY 2019-20:

- New HSM at Rourkela Steel Plant.
- Upgradation of Stoves of BF-1 at Bokaro Steel Plant.
- Provision of Hydraulic Mud Gun and Drilling Machine at BF-1 at Bokaro Steel Plant.
- Converter of SMS-I at Bokaro Steel Plant.
- Installation of new Rotary Hearth Reheating Furnace at Wheel & Axle Plant in Durgapur Steel Plant



State-of-the-art Wire Rod Mill at IISCO Steel Plant





Energy Conservation

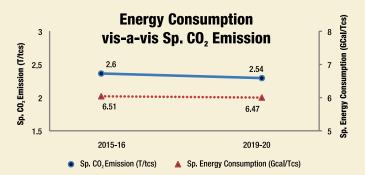
Energy conservation in steelmaking is crucial to ensure the competitiveness of the industry and to minimise environmental impacts, such as greenhouse gas emissions, better resource management etc. The energy efficiency of steelmaking facilities varies depending on production route, type and quality of iron ore and coal used, steel product mix, operation control technology, and material efficiency. Over the years, SAIL has taken several initiatives to conserve energy at each sub process by adopting best technologies and innovative process operations. Various state-of-the-art energy saving projects

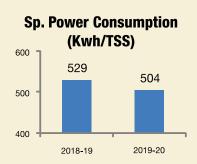
have been commissioned during the modernisation and expansion programme of SAIL. High capacity BFs with Top Gas Recovery turbine, 7m tall Coke Oven Batteries with Coke Dry Quenching facilities, BF Gas Holder, Walking Beam type reheating furnaces, waste heat recovery in Sinter Plants, Torpedo Ladles and VVF systems are some of the new facilities which are contributing a lot towards energy efficiency and reduction of GHG emissions. The focus on energy and operational efficiency is mainly through process optimisation initiatives such as waste heat recovery systems and by-product gas utilisation, ramping up production, maximising capacity utilisation etc.

SAIL's specific energy consumption for the FY 2019-20 was 6.47 Gcal/TCS and the energy consumption pattern is given below:

Power & Fuel Consumption	Unit	Qty	(TJ)
Purchased electricity (drawl from Grid)	MUs	8,604	1,10,562
Captive Power Generation	MUs	1,276	16,396
Coking Coal including CDI	MT	15.23	4,29,486
Non Coking Coal	MT	0.485913	9,232
Furnace Oil	1,000 KL	20.864	869
Total			5,66,545

Energy Conservation policies and processes are in place for reducing energy usage and minimising the environmental footprint across the value chain. Every Plant of SAIL has a structured Energy Management Department which analyses the operations and zeros in on several energy conservation measures. As a result of the collective and committed management approach towards enhancing energy efficiency, specific energy consumption at its facilities has been reduced from 6.50 GCaI/Tcs to 6.47 GCaI/Tcs, a reduction of more than 0.46% in last one year.





A project has been undertaken at SAIL-IISCO steel Plant for optimal control technology on Energy Centre, in order to reduce the total energy cost by improvement of energy management and operational efficiency. The project is jointly being implemented through NEDO (The New Energy and Industrial Technology Development Organization, Govt. of Japan) and SAIL in association with Ministry of Steel and Ministry of Finance and is in the last phase of implementation.

As a responsible corporate house, SAIL has laid adequate emphasis on development and usage of renewable power sources. Initiatives have been taken for Installation of Roof Top Solar PV system of capacity 6.195 MW indifferent buildings of SAIL units in 15 locations. The Project is being implemented under MNRE's scheme wherein 25% of the CAPEX is being paid by Govt. of India and remaining 75% of the Capex is being paid by SAIL. In addition to this, a new Joint

Venture Company GEDCOL SAIL Power Corporation Limited (GSPCL) has been incorporated during the FY 2018-19 to develop a small Hydro Electric Plant of 10 MW (3 x3.33 MW) capacity at Mandira Dam, Rourkela. Power generated at the proposed project shall be consumed by RSP and can be used in any other unit of SAIL through open-access mechanism. So RSP shall have access to cheap power. In addition, the power so generated shall be treated as Renewable power and shall help RSP to offset its RPO (Renewable Power Obligation).

SAIL has also set a target of installation of 242 MW (Solar Power Plants) in its Steel Plants (120 MW at Bokaro, 50MW at Salem, 40MW at Rourkela, 25 MW at Kulti and 7MW at Bhilai).





Systematic efforts coupled with general awareness of importance of energy conservation, and adherences to standard operational practices have begun to yield positive results. The following energy efficiency schemes were completed during the year:

Bhilai Steel Plant (BSP)

- a) Power generation from Top-pressure Recovery Turbine (TRT) connected to BF-8.
- b) Revamping waste heat recovery of Sinter M/c #1 of SP-3 completed.
- c) Variable Voltage Variable Frequency Drive installed in Belt Feeder-41 for controlling material feeding to Hammer Crusher #2.

Durgapur Steel Plant

- a) Introduction of VFD in HPLA system of Battery #6.
- b) Installation of VFD in gas booster supplying gas to ASP.
- c) Automatic lighting System are incorporated in all New conveyors (NCs) and 19C & its allied conveyors along with many vital junction houses of Coke Oven area to save electrical energy.
- d) Installation of VFD in Secondary mixing drum of Sinter Plant-1.
- e) Photocell introduction at Bunker Top area for power saving in Sinter Plant-1.
- f) BF- CCAS-Compressor#1 has been upgraded from Stage-2 to Stage-3.

Rourkela Steel Plant

- a) Installation of VVVF Drive in ID fans of Converter A & B in SMS-II.
- b) Installation of PRDS for usage of excess HP steam of CDCP as process steam in RHOB of SMS-II.
- c) Use of VVVF Drives in operation of MP Boilers # 2 ID FAN & FD FAN (2 Nos. of 187KW & 1 Nos. of 140KW).
- d) Repair of RHF-6 of HSM skid post.
- e) 6 nos. of Cooling Towers upgraded in CCD.

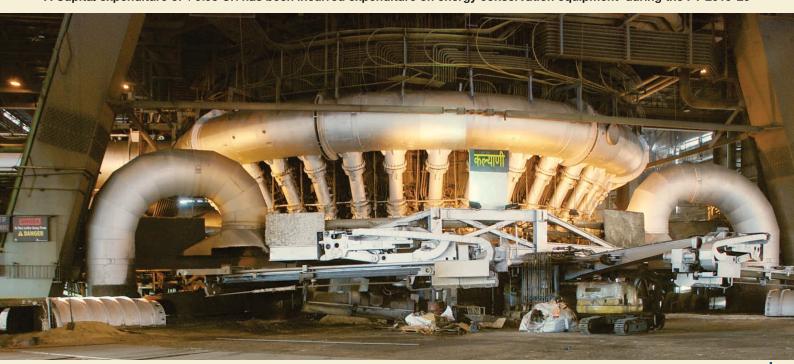
Bokaro Steel Plant

- a) Commissioning of BF-1 with waste heat recovery system in stoves.
- b) Replacement of Motor Generator sets with thyristor controlled drives for skip motors in BF-1.
- c) Replacement of 300 nos. street light & 200 High mast light with LED.
- d) Changing of recuperator of RHF-3 & repairing the flue tunnel of Fce-3&4 & skid insulation with refectory blocks during C/R of HSM.
- e) Full repair of 05 nos. of pits along with recuperators & partial repair of 05 nos. of pits.
- f) Capacitor bank of LF-2 of SMS-II replaced with new one.

IISCO Steel Plant

a) Installation of new gas mixing system for using mixture of (CBM + Nitrogen). New system ensures consistent operation of mills, during BF shutdown.

A Capital expenditure of ₹ 9.95 Cr. has been incurred expenditure on energy conservation equipment during the FY 2019-20





Environmental Performance

Being a responsible corporate organization, SAIL has been striving continuously and consistently over the years for safeguarding environment to achieve sustainable development. SAIL has reaffirmed its commitment towards mitigation of climate change in its well laid down Corporate Environmental Policy which emphasizes upon the commitment that SAIL would "Contribute towards mitigation of climate change through the adoption of cleaner and energy efficient technologies."

Environment management is being construed as an inseparable part of steelmaking in SAIL since its inception. Within the ambit of notified environmental standards with respect to air emission, water discharge and noise pollution and rules pertaining to eco-friendly management of various wastes generated inside the factory premises as well as in the townships, SAIL Plants and Mines operate its processes without disturbing the ecological balance.

Over and above, initiatives have also been taken to further improve upon the environment in and around the Plants and Units through adoption of energy-efficient technologies and state-of-the-art pollution control devices during its massive modernization cum expansion phases. Strict surveillance of key environmental parameters as per the statutes is also carried out to be environmentally compliant organization.

Creating environmental awareness and regular monitoring of environmental parameters are fostered to ensure non-occurrence of any untoward environmental incident. Furthering its commitment to rules, regulations and laws of the land and to ensure that regulatory requirements are duly identified and adhered to, SAIL has adopted various steps to go beyond the statutory compliances. SAIL ensures compliance to the conditions stipulated in the Environmental Clearance (EC) & Consent to Operate and to this effect, compliance report is submitted to the respective statutory authorities on regular basis. Real time monitoring of some critical environmental parameters has been done through online monitoring and same is hooked up with the servers catering to the State Pollution Control Boards as well as the Central Pollution Control Board.

Deviations with respect to the commitments of the Corporate Environmental Policy and Environmental Clearance (EC) conditions have been reported to the SAIL Board, on guarterly basis.



Moreover, a thematic audit on environmental performance of SAIL Plants during the period of last five years from 2014-15 to 2018-19 has been conducted by the office of the Principal Director of Commercial Audit (PDCA) in 2019-20.

SAIL has also progressively introduced various management practices like ISO 9001, ISO 14001, OHSAS 18001 and SA 8000, at most of its steel Plants, Mines and Units.

SAIL recognizes that its business activities have a direct and indirect impact on society. The Company also strives to integrate its business values and operations in an ethical and transparent manner to demonstrate its commitment towards sustainable development and to meet the interest of its stakeholders. SAIL is committed to continuously improving its social responsibilities, environmental and economic practices to make a positive impact on the society.

The Technology Road Map of SAIL lays stress on Clean Technologies. The modernization cum expansion program of SAIL has several projects which envisage progressive installation of energy and environment-friendly technologies. Some of such technologies are coke-dry quenching, top gas pressure recovery turbine

for blast furnaces, waste-heat recovery from blast furnace stoves and sinter machines, secondary emission control from BOF, cast house de-dusting system at blast furnaces etc.

The environmental organization in SAIL is a specialized and multi-layered system catering to the diverse environmental implications arising from its multifarious operations ranging from mineral extraction to rolling out finished steel. Environment Management Division (EMD), being a nodal agency, plays a pivotal role like monitoring and facilitating the environment management and pollution control activities in the SAIL plants and mines. Besides EMD, each plant and mine has its own environmental set up, manned with qualified manpower, for implementation of environmental protection



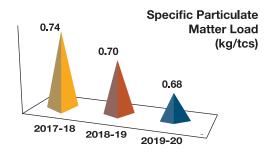


measures and activities. EMD is operating mainly to facilitate the Plants, Mines & Units in maintaining a pollution free environment through close coordination with all the Environmental Control Departments. It also does the coordination with the regulatory authorities about the environmental issues of the Company. Issues pertaining to Climate Change and Nationally Determined Contribution (NDC) are also dealt by the EMD.

SAIL is committed to contribute towards a clean and sustainable environment and to continually enhance its environmental performance as an integral part of its

business philosophy and values. SAIL has put its consistent efforts towards regular maintenance and consistent operation of pollution control equipment/ facilities, enhancing solid waste utilisation and adoption of cleaner and environment-friendly technologies, to improve upon the environmental performance. Emission of SO₂ is curbed by the use of low sulphur coal and desulphurization of coke oven gas. For controlling NOx emission, specially designed burners are installed along with implementation of some process related changes.





Carbon Footprint Reduction

Climate Change due to global warming is one of the most pressing issues the world faces today. The largest contributor for global warming is atmospheric CO₂ and to address the climate change issues, a new pathway has been agreed upon during the Conference of Parties (COP)-21 Summit in 2015, called the Paris Agreement. India committed to reduce the emission intensity of its GDP by 33 to 35 percent from 2005 level by 2030. In line with India's commitment, SAIL has fixed up a target of 2.30 T of CO₂ emissions per ton of crude steel production by 2030.

Steel-making technology has been upgraded across SAIL plants to curb the CO_2 emission. In recent modernisation and expansion program, an array of clean technologies and pollution control facilities has been installed. SAIL could achieve reduction of CO_2 emission by 11.5% over the period of last ten years from 2010-11 to 2019-20. The specific CO_2 emission during 2019-20 was 2.54 T/tcs.

Water Conservation

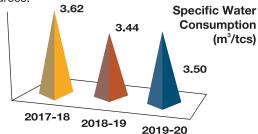
Nature has gifted us some precious and valuable resources and water is one of them and is our basic need. Our Planet, Earth, has three-fourth of its surface area covered with water and only one-fourth has land masses. Fresh water availability and quality is a major concern in large parts of the world and "Management of Water Resource" is considered to be one of the important sustainability challenges. Even though the steel industry uses large quantity of water for the purpose of cooling, gas cleaning, de-scaling, dust scrubbing and for other process operations, very little of that water is actually consumed as most is reused and recycled.

Over a period of time, various initiatives for reduction in water consumption for its operation have been taken up and implemented. Our initiatives towards water conservation include setting up of waste water treatment plants, identifying source of leakages and arresting them, assessment & analysis of the discharged water from various units to identify areas that need improvement to reduce fresh make-up water demand. However, to conserve this precious resource further, water conservation is now a priority area both in its works and townships and the society as a whole. This noble endeavour is being continued on sustained basis. Some other notable initiatives adopted for water conservation are awareness campaigning, revamping of localized recirculation systems, water auditing by third party, online monitoring of quality and quantity of effluent discharged from shops as well as outfalls, rainwater harvesting schemes, improved effluent treatment system in upcoming units under MODEX etc.

In present context, all across SAIL Plants, initiatives have

been taken up to achieve the long-term goal of "Zero Liquid Discharge" through treatment and recycling of effluent being discharged through the outfalls at the plant boundary. All SAIL Plants have been pursuing different schemes for achieving the above goal on mission mode and schemes are at various stages of implementation.

SAIL has been front runner in the field of water conservation and through consistent efforts, reduction of sp. water consumption has been achieved by 8.6 % in last five years. This bears the testimony of the Company's efforts towards efficient water management practices resulting in protection of precious environmental resources.



Water Sources for various SAIL Plants & Units

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

No Integrated Steel Plant of SAIL uses ground water for its production process. All the Plants and Mines are located strategically to ensure availability of surface water. No negative impact was observed on the water sources or the nearby water bodies because of our operations.

Effluent Treatment

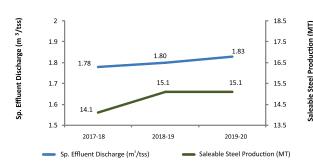
In an effort to preserve the water quality of natural water bodies and to avoid detrimental effect on the ecology of the local biosphere as well as on the natural resources, the quality of effluent discharged by SAIL Plants and Mines is being maintained through meticulous operation of effluent treatment plants.

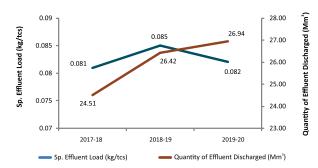
SAIL has always shown its commitment to strictly monitor the water discharged from its operations and treat the water properly so that the quality of water conforms to the applicable standards. In view of the above, online effluent quality monitoring systems are being installed at our Plants. Also, adequate steps have been taken up at different Plants to achieve Zero Liquid Discharge (ZLD).





Specific Effluent Discharge (m³/tss), Specific Effluent Load (kg/tcs) and Quantity of Effluent Discharged (Mm³) of SAIL Plants during FY 2019-20 are represented in the following graphs:







30 MLD STP at BSP

Effluent Quality: Integrated Steel Plants (ISPs)

unit: (mg/l except pH)

Parameters	рН	SS	BOD	COD	Phenol	Cyanide	Oil & Grease	NH ₃ -N
Norm	6.0-8.5	100	30	250	1.0	0.2	10	50
BSP	6.1-8.5	33-82	11-22	35-87	BDL-0.54	BDL-0.14	1.2-4.1	2-25
DSP	6.8-8.2	18.46	6-21	107-192	0.11-0.57	0.003-0.17	1.2-5.8	4-37
RSP	7.0-7.8	15-26	8-17	20-53	0.002-0.02	<0.002-0.06	0.7-1.2	1-3
BSL	6.5-7.8	19-34	6-13	38-110	0.01-0.21	0.01-0.05	0.4-1.2	1-7
ISP	6.8-8.5	12-34	8-14	11-90	BDL-0.16	BDL-0.12	<1.0-1.0	0.2-11

Effluent Quality: Special Steel Plants (SSPs)

unit: (mg/l except pH)

Parameter	rs pH	SS	BOD	COD	Fluoride	Iron	Oil & Grease
Norm	5.5-9.0	100	30	250	2.0	3.0	10
ASP	7.6-8.4	10-87	5-8	9-37	<0.2	< 0.3	1-8
SSP	7.6-8.9	8-16	<2	16	0.08-1.15	0.05-0.07	<4
VISL	7.5	51-81	3	4	< 0.02	0.42-0.54	BDL

Effluent Quality: Ferro Alloy Plant

unit: (mg/l except pH)

Parameters	s р Н	SS	BOD	COD	Fluoride	Iron	Oil & Grease
Norm	5.5-9.0	100	100	250	2.0	3.0	10
CFP	7.6-8.2	28-86	35-57	104-182	NA	0.20-0.38	<4

*Norm of BOD for CFP is 100 mg/l instead of 30 mg/l

NA: Not Applicable

During the year, all parameters from all the Plants were well within the norms.



Waste Management

Solid waste management in steel industry is aimed to extract the maximum practical benefits from waste products and to generate the minimum amount of waste to comply with Environmental legislation and regulations and the economics of disposal in the present scenario. To achieve this goal and to maintain a sustainable development, "4Rs" Principle i.e. Reduce, Reuse, Recycle and Recovery of the materials is considered as strategies for solid waste management in our Company.

Proper reuse and recycling of the solid waste generated in steel manufacturing process is meeting the demand of a potential resource for fulfilling growing shortages of energy and materials. The requirement of a sustainable development by meeting the needs of our present generation without compromising the ability of future generations is really a challenge to the steel Industry today. A new process, a better social awareness and more restrictive legislation have generated new ideas and new technologies for better re-using of all of them in manufacture of conventional products as well as for conversion of same into completely new products.

In our Company, the solid wastes like mill scale, BF flue dust, BF slag and waste refractory bricks are utilised fully. The BF slag gets granulated through cast house slag granulation plants for further use in cement industries as a substitute of clinker. We have achieved 99% utilization of BF slag during FY 2019-20.

Limited quantity of BOF slag is recycled back in the process through the sinter plant, BF and SMS. 56% of BOF slag was utilised during FY 2019-20. With an objective to enhance the utilisation of BOF slag, following R&D based initiatives are being undertaken either through in-house research wing or in association with other research centres or academies of national repute to improve upon the BOF slag utilization:

- Steam maturing of BOF slag for further utilisation as construction material in road making and as ballast material for rail track.
- Dry granulation of BOF slag for further utilisation in cement manufacturing.
- Use of BOF Slag as soil ameliorant for treatment of acidic soils.
- Study on Use of composite slag (mix of BF slag and BOF slag) for making of Portland Slag Cement (PSC)
- Utilisation of SMS slag in construction of rural roads under Pradhan Mantri Gramin Sadak Yojna (PMGSY).

Through concerted efforts, SAIL has achieved 88% utilisation of total solid wastes during FY 2019-20.

Solid Waste Generation from Mines (`000 T)

Mines	Overburden	Tailings
BSP	8,469.00	830.00
RMD	9,817.50	381.57
VISL	0	0
TOTAL	18,286.50	1,211.57

Solid Waste Generation & Utilisation during FY 2019-20

For the Integrated Steel Plants:

Type of Waste	Generation (T)	% Utilisation
BF slag	66,98,951	98.6
LD BOF slag	19,31,687	56.1
THF slag	50,902	18.9
BF Flue dust	1,59,653	102.6
BF Sludge	1,06,223	3.6
LD/B0F Sludge	1,30,927	51.4
Mill scale	2,83,509	104.3
Lime/Dolo Fines	4,93,736	96.4
TOTAL	98,79,427	88.3

For the Special Steel Plants:

ASP	Generation	%Utilisation
EAF/AOD Dust	196	252.04
EAF Slag	2,686	0.00
Grinding Dust	504	100.00
Mill scale	1,806	0.00
Refractory Bricks	683	71.01
Total	5,875	25.24

SSP	Generation	% Utilsation
SGL Swarf	46	21.74
Boiler Ash	1,488	0.00
Steel Shot Dust	272	92.28
Mill Scale (HRM & APL)	2,010	64.43
SMS Slag	33,796	1.74
EAF Dust	1,798	0.00
AOD Dust	2,369	0.00
Grinding Swarf & Dust	372	0.00
Torch Cutting Bag House		
Dust & Caster Scale Pit	120	0.00
Other wastes	4,497	0.00
Refractory wastes	0	0.00
TOTAL	46,768	4.58

VISL (Operation of major production units suspended during FY 2019-20)

For the Ferro alloy Plant:

CFP	Generation	% Utilisation
FeMn Slag	0	>100 (from stock)
Si Mn Slag	54,172	112.44
MCFeMn Slag	4,796	176.27
Mn Ore Fines	9,660	89.78
Coke Fines+Charcol fines	8,055	30.50
Quartz Fines	40	0.00
Flux Fines	153	11.76
Iron Ore Fines	63	0.00
GCP Sludge	4,727	7.79
Total	81,666	125.24





Apart from the above mentioned solid wastes, some wastes which are hazardous in nature by reasons of their physical and/or chemical characteristics are also generated. Inventorisation and quantification of the hazardous wastes have been done at the Plants/Units and the identified wastes are being managed as per the Management of Hazardous Wastes governed by the

Hazardous and Other Wastes (Management and Transboundary Movement) Rules, 2016. These wastes are safely disposed either in the Secured Landfill Facility or through the authorized agency dealing with Treatment, Storage and Disposal of hazardous wastes. Hazardous wastes generated at the ISPs during the year was 1.81.662T.

Material Management

Conservation of raw materials is becoming increasingly important for steel makers, to ensure their availability in the long run while sustaining useful natural resources. Increasing the recycling of wastes has reduced the consumption of coal, iron ore and flux materials like dolomite and lime stone, thus optimizing the use of raw materials. The following details furnish a consumption pattern of raw materials at the SAIL Plants, recycling of steel scrap and use of other wastes generated within the operational units.

Raw Material Consumption (MT) during FY 2019-20

Iron ore	Coal	Dolomite	limestone
28.84	17.72	3.55	5.32

Scrap Utilised (T) during FY 2019-20

BSP	DSP	RSP	BSL	ISP
6,68,830	1,75,520	3,37,586	3,78,076	54,132

Explosive Consumption (T) in SAIL mines during FY 2019-20: 6,421.7

Greenery Development - A Solution towards Climate Change

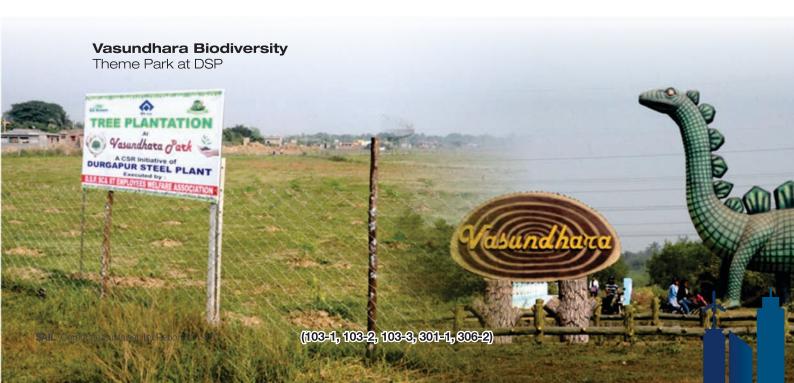
A steel company is a carbon-intensive industry. We recognize that we need to address greenhouse gases produced in the steel-making process. Plantation is helpful in addressing the global warming effects due to emission of greenhouse gases. Trees play an important role in balancing the ecosystem and function as a carbon sink. In simple words, trees promote life. Not only do trees produce oxygen and sequester carbon dioxide, but also do provide homes for animals, recharge groundwater, replace soil nitrates, and prevent erosion and more. The addition of an indigenous tree to any environment will have countless environmental benefits

including aesthetic value. Keeping the enormous contribution of the plants in mind, SAIL has long been adopting extensive afforestation program religiously in its Plants and Mines since its nascent stage.

Structured plantation programmes are being carried out every year in the SAIL Plants and Mines. More than 4.44 lakh saplings were planted during the FY 2019-20. Approximately, 210.42 lakh trees have been planted since inception. The detailed tree plantation during the last five years is given below:

Cummulative Plantation in Plants and Units (in Lakhs)

1	5'-16	16'-17	17'-18	18'-19	19'-20
19	91.16	193.26	201.54	205.97	210.42



In addition, SAIL intends to assess its carbon footprint and potential of sequestration of CO₂ through its existing biotic resources. A project on carbon sequestration through afforestation has been taken up at the site of Rourkela Steel Plant, aiming at reduction of CO₂ emission as well as sequestration of generated carbon back into the system. M/s Tropical Forest Research Institute, Jabalpur, was engaged as the sequestration partner to carry out the project. The project has successfully been completed by March 2020.

ECOLOGICAL RESTORATION

Mining activity causes destruction of natural ecosystems through removal of soil and vegetation. The restoration of mined out land along with re-establishment of the capability of the land to capture and retain fundamental resources is essential for maintaining and enhancing biodiversity as well as replenishing the eco-system services. Mined out area and water body of mine voids of Purnapani Limestone & Dolomite Quarry situated in Odisha has been taken up long back by SAIL for ecological restoration, in collaboration with the Department of Bio-technology (DBT), GoI, through the University of Delhi. The project is still being maintained.

Over the years, About 250 acres of old barren overburden dumps and water voids in 200 acres of limestone mined area in Purnapani have been successfully restored to fully functional ecosystem that generates ecosystem services & goods and sequesters CO₂. The restored ecosystem provides many livelihood options for local people at Purnapani. The area today harbours thousands of host plants of tasar silkworm and lac, edible mushrooms because of high organic matter and leaf litter, and opportunity for apiculture due to presence of nectariferous flowers which attract honey bees. In addition, the restored mine void has a variety of fishes. The local communities earn their livelihood by fishing.

Training on practicing of silviculture, apiculture, pisciculture etc. was also imparted to the villagers mostly of tribal community in Purnapani and its neighbouring villages.

None of the operations of SAIL are in the vicinity of protected areas. No species from the international union for conservation of nature (IUCN) Red List have habitats in the area of operation.

Land Area of Mines (in Ha)

Mines	Lease Area	Land for Mining	Waste Dump Area	Waste Dump Rehabilitated
RMD	15,038.14	3,835.84	299.282	201.45
BSP	6,592.077	582.52	256.74	111.40
VISL	44.67	22.5	3.0	2.0

Environment Management System (EMS)

Environmental Management System (EMS) linked with ISO:14001 is a systematic framework to manage the immediate and long term environmental impacts of an organisation's products, services and processes. Therefore, with an aim, to "minimize harmful effects on the environment caused by its activities, and to achieve continual improvement of its environmental performance", all the integrated steel plants, major units and warehouses of SAIL are compliant with EMS ISO: 14001 Standard. Implementation of EMS has helped SAIL Plants and Units to ensure their performance being always within the applicable regulatory requirements.

SAIL Units accredited to EMS - ISO 14001

Plants/unit	Certification Status	MINES	Certification Status
BSP DSP RSP BSL ISP SSP ASP VISL CFP CMO	Entire Plant & Township Entire Plant Silicon Steel Mill, Sinter Plant-II, Hot Strip Mill, Plate Mill, ERW Pipe Plant, SW Pipe Plant, Special Plate Plant, Environment Engineering Department and RSP Township Entire Plant Entire Plant Entire Plant & Township Entire Plant Entire Plant Entire Plant Warehouses at Faridabad, Dankuni, Kalamboli, Chennai, Hyderabad, Ahmedabad, Ghaziabad, Delhi, Durgapur, Bangalore, Bokaro and Vizag and Kanpur, Transport and Shipping, BTSO Vizag	Dalli Iron Ore Mine Kiruburu Iron Ore Mine Meghatuburu Iron Ore Mine Bolani Ores Mines Kuteshwar Limestone Mine Barsua Iron Ore Mine Gua Iron Ore Mine	Entire Mine







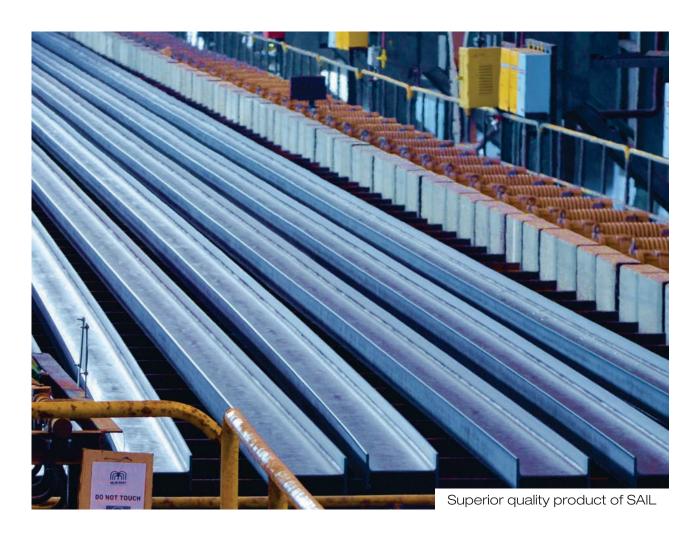
Product Leadership

The continually degrading air quality and the growing threat of climate change faced by the World calls for moving towards a low carbon economy and for an emerging economy like India, access to good quality steel, still remains a challenge. SAIL has always been the fore runner in developing revolutionary products to cater to the needs of India and its customers while simultaneously doing its bit in safeguarding the environment.

The Research and Development Centre for Iron and Steel (RDCIS) of SAIL plays a crucial role in the product development activities of the Company. RDCIS is globally recognized R&D Centre in the field of ferrous

metallurgy. RDCIS works in tandem with Plants and marketing set up of SAIL to develop value added market centric products, reduce product cost, and also demonstrates their application to the customers.

Over the years, SAIL has suitably been able to cater to the strategic steel demands of Rail and Bridge Projects, Road Projects, River linkng Projects, Irrigation Projects, Metro Rail Projects, Power Plant and Refinery Projects, Atomic Power, ISRO Projects and that of other Major Infrastructure Projects with its R&D efforts. The concerted efforts of the SAIL fraternity have also resulted in proving the much need thrust to the "Make in India" drive of the Country.



Protecting the environment has always been at the core of all business activities. SAIL has introduced a number of product innovations in process technology like replacing Boiler quality and high tensile furnace normalization with TMCP technology that has fewer carbon footprints. For production of safe and sustainable products, we have quality and environment policies in place. In addition,

product labeling, marketing, communications and customer privacy are also ensured through a well-established procedures and systems. All our products comply with the quality norms of the Bureau of Indian Standards or with the specific customer requirement depending upon the application.





Product Development and Improvement

Metals, including steel, continue to play a vital role in building a modern economy. Backed by the entrepreneurial spirit of the industry and the policy measures taken by the Government, the Indian steel industry is becoming more vibrant, competitive & environment-friendly. SAIL, being a customer oriented organization, continuously undertakes product development and product improvement programs to upgrade its products. In order to facilitate acquisition and development of appropriate technologies for sustainable growth, SAIL embarked upon a 'Master Plan for Research & Development' and in tandem created Centers of Excellence (COEs) at its Plant to focus on product development through collaboration with key customers and technology suppliers.

SAIL's Corporate R&D set-up is entrusted with the responsibility of overseeing both centralized R&D and the Plant-level COEs. During the year, 18 new products for construction, railways, defense, etc., having a crucial role in the growth and development of economy, have been developed by the RDCIS. Out of these, 13 products have been developed through the newly commissioned production facilities at various SAIL Plants.

SAIL manufactures products, the design of which incorporates social, environmental concerns, risks and opportunities. The Company also interacts with international bodies like ASME/ASTMA, ROHS etc. for developing technologies and code/certification related products that are environment friendly, safe and conforming to International Standards. Few products developed on similar lines are DIN Grade (Equivalent BIS Grade IS 2062 E350C with wear resistance properties) plates for LHB coaches of Railways, Customized IS 2062 E410C plates for the auto sector. These customized plates developed for hot forming application at

customers' end, retain the required strength level even after hot forming process. Other products include BQ plates of ASTM 537 Class 1 (Normalized Rolled) giving equivalent properties of furnace normalized for Boiler applications, Ship building plates of IRS Gr B, High Strength CR coils like IS 513 ISC390W and ISC440W, ISC410LA for two wheeler part manufacturers in the auto sector, Special grades WRC in grades SAE 15B 25 & SAE 1006 EN 8 D, apart from High Carbon and Aluminium Killed grade.

The Company also launched a new brand "NEX" to promote Parallel Flange Sections being manufactured by DSP and ISP. The Company believes in regular interaction with its customers through customer feedback systems and uses the same as valuable inputs for product development. The Company has also launched it's branded TMT called SAIL SeQR, primarily aimed at house building retail segment, which fortifies it's business mix with inclusiveness with social mix of the nation.

Product and Service Labelling

The Company website www.sail.co.in hosts detailed product information. At designated sales office, warehouses hard copies of catalogues containing details on grade, size and application are also available for costumers.

The two key principles of Quality and Transparency are followed during delivery of the products. In order to ensure quantity and quality of the material in supply, the Company issues test certificates along with the deliveries to the customers. All norms for physical dimensions and chemical composition are strictly adhered to during production and dispatch of various products manufactured by SAIL.



Customer Satisfaction

The customers serve as the foundation of any business' success. Identifying and meeting customer needs and goals is, therefore, one of the primary goals of any business strategy. Meeting the expectations of the customers require an in-depth understanding of their expectations along with unfaltering delivery of business commitments Moreover, a strong relationship with the customers helps the company to ensure greater customer satisfaction and long-term growth of business.

SAIL carries out market research and customer engagement programs to identifying the definite needs of its customers and accordingly refines business strategies for providing better service to its customers. The Company values his customers' voice and also collects their feedback at regular intervals. These feedbacks gives us an insight into what is working well about our products and what should be done to make our customer's experience better. Besides, SAIL regularly host institutional conclaves for sectoral events, events for increasing usage of steel and trade fairs for energy, railways and related sectors. SAIL engages it segment customers by organizing customer meets as well as participating in the vendor meets organized by its clients.

SAIL's Marketing Division, the Central Marketing Organization (CMO), is responsible for reaching out to all the customers. The Company has a well defined Key Account Management (KAM) for customer relationship management that captures the specific requirements of key customers, and these requirements along with the customer feedback are reviewed monthly in the Plant-CMO meetings. Outcomes of these meetings and orders received from customers help in finalization of the product schedule.

The Company is reaching out to its customers through implementation of following means:

- Key Account Management programs for High Value Customers
- 2-tier Distributor-Dealer Network for Retail Customers, being ramped up for enhancing reach and penetration
- Sale Force Effective (SEF) program to focus on medium/small sized account through branch network.
- In addition, to enhance the effectiveness of order servicing for its customers, Sales and Operations Planning (S&OP) system is being ramped up. New metrices such as On Time in Full (OTIF) to measure the effectiveness of order servicing are also being implemented.

Health & Safety of Customers

The Company develops and uses best practices, procedures to achieve & maintain high standards of customer's health & safety. Measures for preserving customer health & safety during the use of steel products are not specifically required as there is no identified health risks associated with the products.

However, material handling is a safety concern for the customer and use of safety appliances is mandated in all our warehouses. All of SAIL's products conform to the applicable regulations and standards as prescribed by the Bureau of Indian Standards. There has been no incidence of non-compliance with respect to regulations and voluntary codes concerning health and safety impacts of products and services during the reporting period.





SAIL has a large variety of products in its basket for marketing. The Technical Certificate (TC) is issued as per the Standards prescribed by the Bureau of Indian Standards. Since steel products are generally environment-friendly and do not pose any health or safety hazard during their use, specific procedures for preserving customer health and safety during the use of its products are not required. However, use of safety appliances like safety helmets, boots, gloves etc. is mandatory. There has been no incidence of noncompliance with respect to regulations and voluntary codes concerning health and safety impacts of products and services during their lifecycle. All products conform to BIS Standards.

Communication and Media Relation

Our Corporate Affairs Division is entrusted with responsibility of building a positive image of the organization among various Stakeholders—both internal and external. Sharing and dissemination of all Company's information to various stakeholders is carried out by this responsible agency. The Chief of Corporate Affairs is the official spokesperson of the Company who also keeps a regular touch with the media houses. The Company recognized the need to evolve new and innovative ways to engage with its workforce and conducted a series of large group interactions at its Plants and Units.

At the time of COVID-19, when the companies around the world are trying to incorporate and adopt various smart moves to keep their functioning less affected, our Chairman, Shri Anil Kumar Chaudhary, spearheaded an innovative campaign entitled 'Adhyaksh se Vartalaap' (Conversations with Chairman) to connect with a large number of employees across the organization through web platform. Around 2000 employees based at various Plants & Units across the Country participated in this communication exercise. In this series of interactions, our Chairman echoed one clear message to remain focused and meet the annual targets despite the tough times. "If we aim for something with single-minded commitment, there is no force in the world that can stop us from

achieving it", he asserted during his interactions. This new exercise created a positive vibe and renewed hope and enthusiasm amongst SAIL employees. This exercise will be sustained in future too. This two-way communication exercise is aimed towards effective dissemination of the Company's strategies vis-à-vis the present situation and future plans. During these meetings, Chairman elaborately discussed about both domestic and international steel market scenario and the impact of COVID-19 on it. Owing to Corona crisis, the production across the Company was curtailed to around 50% of the capacity. However, he asserted that it would not be very difficult to bounce back if every possible effort is made by the employees. He also reiterated that achieving cost competitiveness was the key to success and it was imperative for the employees to be made aware of various nuances of cost optimisation.

The Company follows an inclusive approach in its communication initiatives for internal communications through Messages, Intranet, Newsletters etc. The Company's intranet shares all important and valuable information pertaining to the Company with its workforce and provides interactive forums to partake in various competitions/ quiz's and lets them share their feedback. SAIL website serves as an important source of information to our investors and other important stakeholders. SAIL has also been successfully participating in India International Trade Fair (IITF), regularly for over two decades. The organization's rural marketing initiatives are supported by having rural focus in the advertisements. SAIL's retail sales gets boost with SAIL's "Gaon Ki Ore" campaign. The Company has also created and showcased a number of films on various subjects like steel making, safety, swachhta, vigilance, steel applications, environment conservation initiatives, etc. The Company is actively engaged in digital & social media and efforts have been undertaken to strengthen the Company's brand image through our presence at Facebook, Twitter, Flickr and Instagram. The Company has also actively participated in furthering Gol's initiatives such as Swachh Bharat, World Environment Day, Yoga Day, and Rashtriya Ekta Diwas through several media.



Brand Management

The Corporate Affairs Division (CAD) of SAIL is also entrusted with the responsibility of corporate brand management of the Company while the product related branding is managed along with the Central Marketing Organization (CMO). All marketing communication is governed by the guidelines of the Corporate Manual.

To strengthen the Company's image amongst key stakeholders, the CAD disseminate the information through effective means of communications such as press releases, press meets, one on one interaction with media personnel etc. In addition, CMO also organize presentations on product development to various project customers for communicating the advantages of SAIL products over competitors' products. The other brand building initiatives undertaken by CMO for promotion of SAIL steel includes circulation of product brochures, wall paintings, hoardings at important locations (viz. highways, major airports, in metros & tier-II cities) across the Country. As dealers are the main points of proliferation of Company's branding initiatives, regular meetings with dealers are organized for promotion of SAIL steel. CMO regularly conducts outreach programs to connect with various stakeholders that enhance the brand presence in the market. Dealer distributor meets are organized extensively throughout the Country, mason meet and "Gaon ki ore" programs are conducted for rural connect by retail group, ASD (Architect, Structural & Designers) meets are conducted in Tier 1 & 2 cities. The brand promotions are done systematically by wall painting. Flex boards and radio iingles on FM channel (of eastern part of the Country specifically).

Online Publication and Data Privacy

The Company's Corporate Policies on data privacy, confidentiality and security are suitably designed to maintain the trust of the individuals and organizations who share their information. The privacy related to consumer information, such as specifications of special products developed for specific consumers, are protected through confidentiality agreements.

During FY 2019-20, no incident has been reported on noncompliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion and sponsorship. No complaint has been received regarding any breach of customer privacy and loss of customer data during the year. No fine has been imposed on us for noncompliance with laws and regulations concerning the provision and use of products and services during reporting period.

Supply Chain Management

SAIL is aware of its responsibility towards environmental conservation even outside its operational boundaries and the same is duly reflected in its Corporate Environmental Policy. SAIL also has a structured framework for 'Corporate Environmental Responsibility' along with several inbuilt integrated programmes to ensure that all materials, processes, goods and services are managed in a socially and environmentally responsible manner.

We engage with our suppliers, vendors and with all those involved in the product lifecycle through various business

meets to sensitize them on issues of environmental impact, social impact and ethics of doing business. The engagements helps in building a better understanding towards our share of protecting the environment by minimizing negative impacts across commercial, social and environmental attributes that result from the production, use and disposal of the product.

SAIL has also established extensive rail network for transporting raw materials but also for dispatch of finished goods to the godowns or the end customers. However, in order to cater to the market demands, SAIL also engages road transportation from its warehouses to customers' sites. In general, this has not only improved the operational efficiency but also the environment in and around the Plants and Mines.

The Company has taken necessary measures towards compliance of regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle and hence there has been no incidence of non-compliance during the year 2019-20.

Striving Towards Zero Impact on Environment

Steel industry has often been subjected to critique for its environmental performance, it has nevertheless been making efforts to innovate and to improve its environmental performance. We assess all our products, processes as well as associated services periodically for environmental impacts, if any.

In order to ensure a healthy & safe environment within warehouses, the Company has in place procedures and manuals pertaining to health and safety. Accordingly, all handling equipment are subjected to periodical maintenance and checks. A total 13 no. of SAIL warehouses are accredited with ISO 14001.

The 3-R principles of resource efficiency are fully imbibed in our work culture. Usually packaging material is dispatched along with consignment to customers; the loose/left over packaging after dispatching of products are disposed-off sustainably from warehouses at regular intervals. Besides, the Company also regularly interacts with local SSI/ MSME vendors to apprise them about environment friendly and energy efficient processes. No significant negative environmental impact (s) is/are noticeable in supply chain as vehicles (trucks & trailers) complying with statutory pollution norms are engaged in transport of material at the warehouses.

The other measures for positive environment impact in place at warehouses include recycle/ reuse of used oil, harnessing of solar energy, use of energy efficient lightings, use of concrete railway sleepers, afforestation activities, provisions of acoustic covers for DG Sets etc.



Safety the Priority at SAIL



Safety and Health

SAIL believes that excellence in Safety and Health yields excellent business results, therefore at SAIL nothing is more important than the Safety and Health of the people working in and around Steel Plants. To ensure this, SAIL has been continually & consistently improving its safety and health management systems & practices with the ultimate aim to have safe and healthy workplace. Safety is fully adhered to in all processes and operations inside Plants/Units premises. Safety & Health issues are being monitored and guided from the apex level of management i.e. our Board as well as Board Subcommittee on Health, Safety & Environment. All pertinent issues related to safety & health are discussed and deliberated as opening item at all appropriate forums in various levels of management hierarchies.

SAIL envision for becoming as one of the industry's leaders in safety performance. To realize this vision, SAIL has a Corporate Safety Policy and guiding Principles aiming at providing a safe and conducive work environment to all its employees, contractors and all stakeholders/people associated in its operations including those living in the neighbourhood of its Plants, Mines and Units. All safety activities & measures are planned in consonance with the Safety Policy.

With the aim of continuous improvement, the safety & health objectives are planned and set well in advance and successfully achieved through well established OH&S management programmes.

SAIL has achieved consistent improvement and steady growth in Safety and Occupational Health parameters as a result of proper systems, procedures and improved work practices. Internationally established Standards-OHSAS 18001/ ISO 45001, ISO 9001 and ISO 14001 are followed religiously for Safety, Occupational Health and Environment protection. Internal as well External audits are conducted periodically to bring improvements and check compliance. Partnership with reputed bodies in the area of safety is made in the form of MoU signed with National Safety Council, Mumbai for mutual engagement and collaboration in the areas of Safety Audits, Training etc. It is increasingly being recognized that Safety being a

cultural issue, by bringing about attitudinal change towards safety, change in behavior of individuals will takes place which will help in improving safety culture at Company level. With this objective, a safety consultant of global repute has been deployed at Bhilai Steel Plant for strengthening the safety management systems apart from addressing behavioural related issues. Based on the feedback, it would be deployed in other Plants phase wise. Apart from this, Behavioural Based Safety (BBS) is being implemented at Plants to improve at-risk behavior of people which is the root cause of many incidents.

Safety Setup

Effective leadership is critical in achieving and sustaining a positive safety culture that supports the goal of zero harm. Safety performance is regularly monitored at the highest level of management i.e. Board, Chairman and Directors' level. The efforts of the Company for achieving a safe and healthy environment are guided and monitored by a Board Sub-committee on Health, Safety & Environment. Chief Executive Officers & Executive Directors of respective Plants & Units closely monitor safety aspects on day to day basis. At the Corporate level, SAIL Safety Organisation (SSO) coordinates and guides the Safety and Fire service activities. A fullfledged Safety Engineering Deptt. (SED) functions at each Plant/Unit to ensure safety in operations & maintenance/ repair jobs. Fire Services Deptt., fully equipped with necessary resources & facilities, remains on alert for meeting various emergency requirements, relief & rescue operations as well as monitoring fire prevention related aspects.

In each department/ shop, Departmental Safety Officer (DSO) & Safety Steward/ Captain ensures adherence to laid down standards & safe working procedures. DSOs play an important role by monitoring safety aspects at the forefront on daily basis and working in close coordination with SED. In the recent years, senior officers have been appointed as DSOs which has yielded considerable positive results. In project & expansion areas, Zonal Safety Officers (ZSOs) are deployed to monitor safety during various phases of project / construction work.







Systems and Procedures

Steel manufacturing involves processes with intrinsic hazards that need to be carefully managed as measures needed to manage these hazards are often complex. Safety is a blend of engineering, operation and management skills focused on preventing accidents. Systematic approach is adopted by following 3 E's of Safety Management i.e. Engineering, Enforcement & Education in all spheres of working.

Safety is incorporated in the very design & development stage and state-of-the-art technology is adopted which helps in minimising human exposure to hazards and ensures safety of the workforce along with surroundings. Adequate emphasis is given towards safety during execution & commissioning of new projects / facilities by adhering to Safe Commissioning Procedures & Protocols.

All the statutory provisions pertaining to safety are being adhered to. Safety aspects have been incorporated in SOPs, SMPs & WIs which helps in maintaining necessary technological discipline. These documents provide vital guidance to the workmen and are reviewed periodically with changing technology / process requirements and updated accordingly. The updated version of the documents is made readily available on web portals /Knowledge Management (KM) portals and can be easily accessed and referred by all employees.

'Permit to Work' & 'Protocol' Systems, having necessary safeguards, are religiously followed during execution of hazardous & critical jobs involving multiple agencies. The practice of taking extra precaution during major capital repairs/ shut down jobs through intensive safety surveillance & monitoring ensures safe & timely completion. 'Inter Plant Standards in the Steel Industry (IPSS)' in the area of safety also help in augmenting safety standards of the Company. IPSS 1:11 - Standards Committee on Personnel Safety Appliances and Procedures, formulates new standards as well as reviews and updates existing standards by utilizing knowledge & experience of the domain experts as well as core safety professionals. The standards developed are uploaded on IPSS portal which is available in the SAILNet as well as open domain i.e. internet and accessible for the benefit of common user. Emergency preparedness Plan has been prepared for handling emergency situations and mock drills with the involvement of all the connected agencies like deptt. concerned, SED, Fire Services, Gas Safety, OHSC etc., are conducted to assess preparedness.

All work related incidents are investigated to find out the root cause and appropriate actions are taken to prevent its recurrence. The needed corrective & preventive actions are taken to minimize the risk as per the hierarchy of controls.

As a new initiative, SAIL played a key role as one of the member of working group which was constituted by the Ministry of Steel for preparation of comprehensive Code of Practices for enhancing the safety eco-system in the steel producers in the Iron & Steel sector. 25 nos. safety guidelines were finalized and uploaded on the MOS website for reference & use by all stakeholders. Further, 15 nos. of process based safety guidelines are finalized and will be uploaded on the MOS website shortly.



Workers' Involvement in Safety Management

Joint participation of management & workmen is important for a sustainable health and safety culture which is maintained by the Company's Health and Safety Committees. All of our employees are covered by the formal joint management-worker Health and Safety Committees at Plant/ Units and are duly involved and consulted on Health & Safety issues including in identification & mitigation of workplace hazards. Bipartite forums like Central/ Apex Safety Committees, Departmental Safety Committees etc. function with participation of Company's top management, trade union representatives & employees. Meetings of these Committees are held in a scheduled manner in which all health and safety issues are deliberated for bringing continuous improvement of the OH&S Standards. Employee engagement initiatives are regularly undertaken to ensure commitment of every employee in enhancement of the safety culture and aiming for achieving 'zero accident' in his respective workplace, department and Company as a whole. Good safety initiatives taken by the employees from all Plants & Mines are identified and suitably rewarded in HazAn.Com -Hazard Analysis Competition organised at whole SAIL level by SSO which gives the employees an opportunity to showcase their work and spread the learning points at organisation level.

Joint Committee on Safety, Health & Environment in the Steel Industry (JCSSI), a unique bipartite forum at national level with representation from major central trade unions and management of major steel producers of the country acts as a common bridge by jointly evolving recommendations/ action plans for ensuring safe & healthy work environment in the entire steel industry. For recognising and rewarding good safety performance of the member organizations & their employees, various competitions & an annual award functions & meetings of the Committee are organized. Distinguished performance of the individuals is also suitably rewarded. Learning from each other approach is followed for sharing best practices of the participating steel producers through periodic meetings as well as various workshops / seminars, Plant visits etc. Sharing of information among members is also facilitated through the JCSSI website - www.jcssi.com.

Some of the activities of JCSSI are:

- Scrutinizing key issues related to Safety, Occupational Health & Environment.
- Spreading awareness among the Committee members by sharing of best practices through meetings, workshops, seminars, Plant visits etc.
- Organizing competitions amongst employees of member organizations for supporting and encouraging participation in Safety, Health & Environment.
- Organising annual award function for recognising members for their outstanding efforts as per approved Ispat Suraksha Puraskar scheme.
- Analysis of causes of incidents/ accidents and sharing views on corrective measures.
- Printing and publishing information material like safety posters & calendars for distribution amongst member organizations for awareness generation.



Annual Award Function of JCSSI organised by SSO, SAIL

Safety Training &, Education & Awareness

Education is an important element of Safety Management System which is fulfilled in SAIL by regularly organising training for Company's regular & contractual employees on variety of topics including safe working, accident prevention, risk control etc. based on competency mapping. This helps in equipping them with requisite skills & knowledge. Apart from variety of skill enhancement training, awareness programmes, trainings/ workshops etc. are organised covering topics like statutory requirements, gas safety, electrical safety, crane safety, conveyor safety, material handling, Behavior Based Safety (BBS) occupational health & hygiene, first aid, stress management, preventive care for occupational diseases, HIV/ AIDS etc. For different work zones/ areas, 'Learning from Each Other (LEO)' workshops with participation of other Indian steel producers covering salient issues of concern as well as 'Large Group Interactions' are organised which helps in greater and effective sharing & learning. BBS approach is practiced to inculcate safe habits in employees and build positive safety culture. Refresher training is regularly imparted in class room as well as on the specific job. Post-learning test is conducted to ascertain the learning level.

Feedback is taken from the participants which is constructively used to bring further improvements.

Safety related information is broadcast by Plant TV cable networks covering larger cross-section of people at Plant townships. Training on safety & health is also imparted to Central Industrial Security Force (CISF) workforce & security staff.

A compulsory safety and work environment related training is duly provided to every contractual worker before deployment on any job. For each contract worker, Induction training of two days duration followed by job specific training covering area specific hazards & associated risks and required control measures is imparted before engaging on the job. To assess learning level, post test is conducted after the training and accordingly, retraining is conducted as well. For undertaking height, roof sheeting jobs etc. which involve greater risk, competence of the workers is assessed on training rig, especially fabricated for the purpose. As a result of dedicated & consistent efforts, a safe & healthy working environment has been achieved by the Company for all of its employees and those living in the neighbourhood.

Awareness generation drives and safety campaigns are regularly organised by SEDs in various deptts./ areas of the Plant/ Unit. All important days like National Safety Day, Steel Safety Day, World Steel Safety Day etc. are celebrated in a befitting manner by organizing various safety promotional activities.





Practicing IT Based Systems

Technology benefits of latest IT tools & systems have been harnessed by extensive deployment in the area of Safety & Health. Latest safety related information is shared amongst all cross section of employees through online safety portals maintained by SSO as well as Plants/Units. These web portals are an effective tool in sharing information across the organisation. Employees can submit suggestions for bringing improvements in safety standards as well as submit near miss cases through these online systems.

SSO & Plants/Units regularly bring out various publications, electronic newsletters/ magazines, e-digest etc., that have wide range of useful information pertaining to Safety & Health from experts from the steel industry.

Safety Audits, Inspections & Review

To assess the effectiveness of prevailing OS&H systems, compliance to regulatory requirements and identify areas or improvement, Safety Audits are conducted on regular basis in accordance with Indian Standard IS 14489:1998 i.e. 'Code of Practice on Occupational Safety & Health Audit'. Major departments of all Plants/ Units including Mines and Warehouses are covered during such audits. Emphasis is laid on identifying issues of concern and carry out in-depth system-based audit. Compliance audits are also conducted to verify implementation status of suggested measures. Besides this, inspections, walk around surveys etc. are also conducted to identify gaps and action plans are drawn to bridge the gaps. As a new initiative, training programmes for DSOs were organised on Occupational Safety & Health audit and cross functional teams of the trained participants conducted an internal audit across the whole Plant.

Periodic review of safety performance is made at top management level of respective Plants/Units. Structured review meetings are conducted by SSO through scheduled Heads of Safety, Heads of Fire Services & OHS heads meetings of all SAIL Plants/Units. Issues of concern are discussed and strategic action plans are drawn on priorities for action to bring continuous improvement. Such meetings also serve as an experience sharing platform to the concerned professionals through Learning from Each Other (LEO) approach. Good practices of other Plants/ organizations are also shared to promote benchmarking. The decision points are followed up for timely implementation.

Recently, Video Conferencing (VC) as modern communication tool is being increasingly utilized for such review meetings and interactions. This helps in efficient resource utilization & effective / better communication. SSO leadership conducts periodic reviews and surprise visits to plants, interacts with cross – section of people such as DSOs, SED collective and submits feedback to CEO/ED (Works).

Three tier Safety Audits are being conducted at plants & units as mentioned below:

- Internally by concerned area safety officer of Safety Engg. Department & DSO
- 2) Safety audit by SAIL Safety Organisation
- Externals safety audits by third parties as per statutory requirements

Safety inspections are conducted at different levels in Plants & Units.

- a) By Safety Engg. Departments associating DSOs
- b) By Safety Engg departments associating different departments like Civil Engg Department, Electrical Department, Crane Engg Department, Structural Inspection Departments etc.
- Fire safety inspections by Fire services department associating DSOs
- d) Apex inspection by line managers & DSOs

Observations of above inspections are reviewed for its timely compliance.



Safety Training &, Education & Awareness

SSO (SAIL Safety Organization)

- SSO facilitated in award of the job to the Consortium of M/s SWASYA Solutions Private Limited (OPC) & INEGENERO Technologies (India) Private Limited, named as "SWING" for 'Safety Management Consulting assignment 'for a period of 2 years at BSP. Detail Technical specification with eligibility & capability assessment criteria were prepared by SSO in consultation with BSP.
- Working group constituted by MOS under the leadership of ED, SSO, SAIL prepared 25 Safety Guidelines which have been uploaded in MOS website for reference by all stake holders. In addition, 15 Process Based Safety Guidelines have also been prepared by the Working Group & submitted to MoS.
- 12 nos. of need based safety training programs & LEO workshops were organised at MTI / Plant locations. New Training on 'Process Safety Management' & 'Workplace Safety auditing for statutory compliances' arranged for Safety officers & Line managers in 5 ISPs and Mines & Collieries. Cross Functional Teams formed & Audits conducted.
- For enhancing role of Trade Union members in Safety Management, a training Programme on 'Role and Effective participation for Trade Union representatives' organized for the 1st time at Bokaro Steel Plant (BSL), Bhilai Steel Plant (BSP) & Rourkela Steel Plant (RSP) in association with M/s NSC, Mumbai.
- A compendium of good safety practices of SAIL Plants & other steel producers was published & circulated to Plants & units for reference & use.
- New system of issuing SAM (Safety Alert Messages) introduced. 7 SAMs have been issued since last year.
- IPSS (Inter Plant Standardization in Steel Industry)
 1:11 committee meeting held on 28th 29th February,
 2020 in which new Standard for 'Inspection / Painting
 of chimney at height' was finalized by the members
 from SAIL, Tata Steel, RINL, JSPL, HEC, MECON etc.
 Few other Standards like Working in confined space,
 Working at height & Permit to work were reviewed and
 updated.

- Organized 23 nos. of Safety Audits of Plants & Units in the last Financial Year. Fire Safety Audit of major departments of 5 ISPs was carried out.
- Structured safety review of Plants by ED, SSO covering visits to hazardous shops & departments, meeting with GMs, HODs, Safety Department & DSOs and apprising the CEO & ED (Works) about the observations for timely compliance. Safety review also done through VC periodically.
- Safety Review meeting with Plants & Units chaired by Director (Technical) being held through video conference.

BSP

- Planned protocol jobs are approved, only after submission of documents indicating the identified hazards, risk assessment and its mitigation plan, along with the responsibility.
- All critical SOPs & SMPs are reviewed / revised in major departments.
- HIRA documents are reviewed / updated after occurrence of any accident, Near Miss etc.
- Intensified safety inspections & theme based drives like conveyor safety, illumination, coupling lever of various types of wagons, healthiness of welding machines etc. are undertaken in different deptt.
- All live line gas job (Blanking & De-blanking) have been stopped. All Gas Line jobs are done, after depressurizing, purging and sampling.
- Non Destructive Test (NDT) for the Gas Network is being carried out with the help of External Agency.
- 191 nos. of U-Seals are provided in the gas pipeline network so far, in-order to ensure positive isolation in Gas Pipe Lines.
- M/s National Safety Council, Mumbai had conducted Safety Audit of Bhilai Steel Plant from Nov. 04-09, 2019, to fulfil the statutory compliances.











DSP

- Up-dation of 'Disaster Management Plan' by DMI, Bhopal and promulgation through intranet portal.
- Comprehensive Internal Safety Audit of major departments conducted by cross functional team of DSOs(Departmental Safety Officers)
- BBS Workshops conducted for cross section of employees in major shops as well as contract workers for improving safety culture of the Plant.
- Mass safety sensitization done through 'Sampark' programme (DSP level communication exercise) in all major deptts.
- New penal provisions along with detailed safety guideline pertaining to Contract Jobs prepared and implemented from 1st January 2020.
- Concept of 'Safety Marshals' introduced. All major road junctions are manned by safety marshals through a contract.
- Simulator training for all heavy vehicle operators of DSP & FSNL through BEML was organized for improving road safety aspects.
- Removal of blind corners and widening of important cross roads undertaken for further strengthening road safety measures.

RSP

- RSP implemented ISO-45001 Safety Management system in 2019.
- Suraksha Chakras: All the employees of a department have been divided into small groups of 10 to 12 employees- called Chakra. Each Chakra has been assigned an area to develop safety culture. Head of the chakra is called as Captain. Roles and Responsibility of captains and members are defined. Suraksha Chakra is reviewed at department level by HOD and ED (W) level to improve its effectiveness.

- Sankalp-A Behaviour Based Safety intervention was launched by CEO, RSP on 8th May 2019 to address behaviour based safety.
- "DAKSHA" a skill development programme for contractor employees is organized regularly.
- Initiative on Rail Road safety: Installation of drop gates at critical rail level crossings. Installation of Road traffic signaling system at two busy road junctions inside plant. Audio alarm system installed at 11 rail level crossings to alert road users. Surprise road safety checks and campaigns are conducted and violators are penalized as per circular. Announcement of Road safety messages are done at all entry gates.
- Safety suggestion Portal was developed and uploaded in RSP intranet for easy access of employees to give their suggestions on safety. A mobile APP has also been developed for making the process more simple & easy.
- ERW Pipe Plant was made Safety "AAINA" and good safety practices of this unit were shared among other factories of the State of Odisha.
- Use of Mobile phone in workplace is restricted and a circular in this regard was issued and circulated.

BSL

- Launched Behaviour Based Safety (BBS) model in Works Division for maximizing employees' awareness, participation & consultation. BBS Online portal introduced for feeding of data w.r.t BBS observations vis-à-vis corrections to evaluate safety performance of various departments. Developing BBS observers through BBS Training at HRDC on every Tuesday.
- OHSAS recertification audit by BSI completed. BSL Certified as OHSAS compliant Plant.
- Job related safety training to contractual workers before execution of job is ensured before issuing safety clearance in SAP system.



- Enforcement of 'Traffic Management' on Plant roads through:
 - ► Vehicle speed monitoring through speed detection cameras installed in Plant Plaza Road
 - Use of cyclist path/ single lane for cars/ no overtaking.
 - No mobile use during driving.
 - Fastening of Chin strap of Crash Helmet while driving.
 - ► Retro reflective tape on all heavy vehicles.
- HAZOP (Hazard & Operability Studies) Study of LD Gas Holder conducted by M/s NSC.
- Special time bound drives being undertaken for Machine guards, EOT Crane emergency switch operating status, display of safety instructions of SOPs for crane, conveyers, locomotives, high risk processes at respective Control Rooms and at other strategic locations, review of SOPs of crane & locomotives etc.
- Near Miss incident recording, analysis & corrections monitoring through online portal.

ISP

- ISP got certified for 'ISO 45001:2018: Occupational Health & Safety Management System'.
- Comprehensive Plant Safety Audit was conducted in 2019 by engaging third party expert agencies to ensure safety standards are in place.

- "Safety Culture Survey" of the Whole plant was conducted by engaging M/s. Bureau Veritas India Ltd. in September 2019.
- Structural stability test of PBS#2, BF#5, BOF-CCP, Old SMS & Old Oxygen Plant, Mills Complex, COB#11 Battery& CDCP complex completed through engaging external agency and observations were rectified.
- Emergency mock drills on scenario such as gas leakage, concrete structural collapse, electrical fire etc., are done at regular intervals by CISF-fire prevention wing to educate the workforce regarding emergency preparedness. In addition, combined mock drill along with NDRF & State govt authorities was also done.
- All compliances /non- compliances of unsafe condition are being projected in weekly co-ordination meeting chaired by ED (Works)/ Occupier of the factory.
- Inter departmental safety audit was conducted as per IS:14489 by 4 groups comprising of DSOs & safety officers based on the learning from the training on 'Occupational safety & health audit for statutory compliance' conducted by M/s NSC.
- Special campaign was conducted to monitor the heavy vehicles / four wheelers violating the specified speed limits, safe driving, and spillage of material, fitness of vehicle and availability of helper at different routes, inside plant premises. Drivers found violating the set norms were counselled.

Occupational Health Management

The ILO Occupational Health Services Convention (No. 161) defines "occupational health services" as services entrusted with essentially preventive functions and responsible for advising the employer, the workers and their representatives in the undertaking on the requirements for establishing and maintaining a safe and healthy working environment which will facilitate optimal physical and mental health in relation to work and the adaptation of work to the capabilities of workers in the light of their state of physical and mental health.

SAIL has established full-fledged and well equipped Occupational Health Services (OHS) centres with required infrastructure & modern healthcare equipment at all Plants & Mines to deliver a comprehensive, multidisciplinary and multidimensional health programme. OHS is committed 'to promote and maintain the physical, mental and social wellbeing of our employees at the highest possible level'. The committed services provided by the OHS in Plants have made them an integral part of the production setup and they've contributed actively to prevent illness & disability as well as to protect & promote the health of the employees. The Company has been giving priority towards improving workers' health by covering 100% employees under various OHS programmes. National OHS Centre (NOHSC) at BSP is a multi-disciplinary, multidimensional OHS centre which functions as a Central Nodal Agency to monitor Occupational Health activities in different SAIL Units.

An integrated approach towards comprehensive health care is followed for preventive, curative, promotive and rehabilitative health services and maintaining a conducive work environment in line with the requirements of OHSAS 18001 & SA 8000 Standards. Periodic internal as well as external surveillance audits are conducted to make the systems more effective. Computer based software tool named Health Information System (HIS) is utilised for collection, compilation, analysis, retrieval and dissemination of necessary information.

Health awareness is promoted across the company by celebrating special days like World Health Day, International Yoga Day, Occupational Health Day, Doctors' Day, AIDS Awareness Day, World TB Day, Diabetes Day, World Kidney Day, World Malaria Day, International Women's Day etc. Various programmes focused on regular and contracted female employees are also organised. To promote learning & experience sharing among the OHS fraternity, seminars, workshops such as All India Steel Medical Officers' Conference (AISMOC) are held regularly where good performance is recognised & rewarded. Also important issues are deliberated among doctors/ medical professionals belonging to our steel hospitals. SSO organises annual meetings of OHS heads wherein individual good practices being followed are shared among others and issues requiring concern at different units are discussed. OHS bulletin covering vital information are published by NOHSC for the benefit of employees.





Infrastructure & Facilities

Preventive:

Periodical Medical Examination (PME), shop floor based health & hygiene survey, Departmental health check-up (DHC), Hazard Identification & Risk assessment (HIRA) at shop-floor, fundamental research on occupational health and several programme on health education, Occupational Medicine Clinic, Industrial Hygiene Survey setup, Computerized Health Information System (HIS).

Promotive:

Awareness programmes, Training on Ergonomics & work design, Occupational health hazards, Industrial Hygiene, Use of PPEs for dust & noise, First Aid and Emergency care, Stress Management, Yoga at OHS centre, AIDS Control, Life Style Diseases, Special programmes for working women, Celebration of Special Days.

Curative:

General OPD, Pharmacy, Plant Casualty services with Disaster Management facilities. Round-the-clock Ambulance services, Eye wash Fountains, Minor OT.

Salient Activities undertaken by OHS Centres

- Periodical Medical Examination of 42,734 employees carried out.
- OHS OPD services provided to 1,10,397 employees.
- 524 Training programmes conducted by OHSC covering 15,446 participants.
- Special Days like World Day for Safety & Health at Work, International Yoga Day, World Malaria Day, International Women's Day, National Occupational Health Day, World No Tobacco Day, World Diabetes Day & World AIDS Day celebrated.

Rehabilitative:

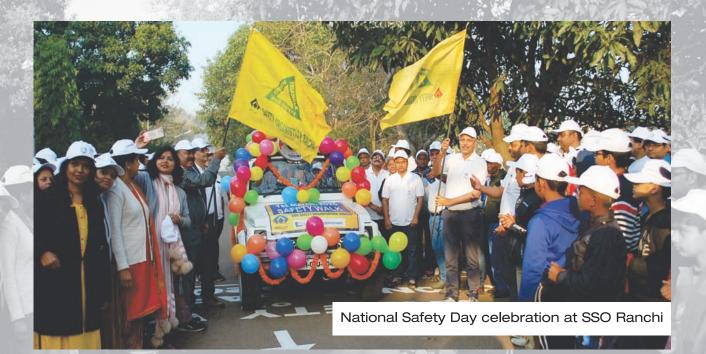
Disability assessment following any work injury through Disability Medical Board, Redressal of complaint cases from work places / departments, Job rotation based on deviation found in PME & recommendations of DMB being implemented by redeployment Committee, documenting follow up & feedback.

Facilities:

Lung Function Test, Biochemical investigation, Clinical Pathology, Digital X-Ray, Vision Test, Health Education & Training, OHS Library, ECG, Psychology, Health Information System, Audiometry etc. Occupational Health Research: Fundamental research in various areas of occupational health is considered to be one of the prime activities of OHS centres. Several scientific papers are published and presented on regular basis in the National and International Journals & Conference proceedings on Occupational Health & Ergonomics. Several National Institutes & Universities have a close coordination with OHS centres and many post-graduate students have completed their Master's programme thesis under the guidance of OHS professionals.

- An Article "e-Anxiety" 12th issue published in e-Scan magazine of SAIL Safety Organization.
- An article tittle "Recognizing Hidden Danger 21- steps towards safer office" published in Suraksha Kawach, NALCO.
- 2 online SAIL OHS Bulletin released on SAIL corporate website.





Safety Statistics (Plants and Mines)

Injury Rate	(per 200,000 hours	worked)
2017	2018	2019
0.110	0.100	0.08

	Mandays Lost [*]	
2017	2018	2019
2,080	2,060	4,511

*Excluding Mandays lost on account of fatal accidents

Accidents by Category (nos.)					
Year	Regular Employees	Contractor Worker	Total		
2017	127	70	197		
2018	116	53	169		
2019	84	49	133		

lotal Nos. of S	afety Training Imparted
Year	Numbers
2017	1,45,385
2018	1,30,319
2019	1,24,707





Human Resource

SAIL recognizes contribution of its Human Resources in providing it the competitive advantage. Our Company has achieved its present level of excellence through investment in its human resource, where skill and knowledge constitute the basis of every initiative - be it technology or innovation. Developing skills and capabilities of employees is the key thrust area of our Human Resource Management (HRM) which facilitates in improving manpower utilization and enhancing labour productivity. Our Company provides an environment conducive for learning, encourages adoption of best practices in every area and nurtures creativity and innovation among employees. Human Resource initiatives in SAIL are focused on developing team spirit,

employee empowerment and their involvement in various improvement activities. Strategic alignment of HRM to business priorities and objectives has facilitated smooth transition to 'state-of-the-art' technology in the Modernization and Expansion Projects.

The manpower strength of the Company was 69,379 as on 1st April 2020 across all the Plants, Units and Mines of SAIL in India. The labour productivity during the year touched 400 TCS/Man/Year. This enhanced productivity with rationalized manpower could be achieved as a result of judicious recruitments, competency building and infusing a sense of commitment & passion among employees to go beyond and excel. The ratio of employees in the gender category (Female/Male) is 6:94.

Details as on 01.04.2020

New					T. I. J. OAL	0
Name of the Plant/Uni			ermanent wise Manpow	er)	Total SAIL Manpower	Contract Labour
	Exe	cutive	Nor	า-Executive		
	Male	Female	Male	Female		
BSP	2,727	231	16,576	770	20,304	13,189
DSP	1,197	63	7,028	394	8,682	4,308
RSP	1,528	112	11,270	760	13,670	7,953
BSL	1,756	161	9,216	524	11,657	10,400
ISP	977	57	4,651	260	5,945	8,485
ASP	151	8	529	23	711	758
SSP	168	22	695	30	915	809
VISL	59	5	223	21	308	1,447
RMD	514	23	2,416	134	3,087	8,931
ccso	22	0	64	2	88	13
СМО	497	122	357	72	1,048	2,375
RDCIS	179	14	64	6	263	216
CET	187	11	14	3	215	36
MTI	20	2	24	4	50	36
CO	170	72	130	29	401	0
GD+SGW	12	1	5	0	18	555
EMD	8	4	9	1	22	6
SSO	14	0	3	0	17	0
SRU	110	10	433	53	606	1,854
CFP	65	3	179	5	252	386
COLLI.	123	3	950	44	1,120	2,435
TOTAL	10,484	924	54,836	3,135	69,379	64,192







Harmonious Employee Relations

SAIL has maintained its glorious tradition of building and maintaining a conducive and fulfilling employeremployee relations environment. SAIL has well laid out practices & processes for collective bargaining for maintaining the participative culture in the organization. Over the years, collective bargaining has become an integral part of the Company's framework and it encourages responsible behaviour on part of workforce and responsiveness on part of management. To ensure safe and harmonious work culture, bipartite forums like National Joint Committee for Steel Industry (NJCS), Joint Committee on Safety, Health & Environment in Steel Industry (JCSSI) with representation from major Central Trade Unions and representative Unions of Plants/ Units meet periodically. The Company believes in workers' participation and promotes involvement of workers in various organisational activities. In SAIL, recognized unions for non-executive employees exist in all Plants/Units.

The Collective Bargaining for non-executive employees is carried out at the apex forum namely National Joint Committee for Steel Industry (NJCS). NJCS is a unique bipartite forum consisting of workers representatives from major Central Trade Union Organizations, representatives from recognized Unions of SAIL Steel Plants and RINL and Management representatives of SAIL Steel Plants & RINL. Collective and cordial industrial relation ambience with trade unions/workers' representatives is maintained by a healthy practice of continuous communication and dialogue which helps in settling issues through participative discussions. The recommendations / action plans for wages and benefits for non-executive employees are evolved jointly based on discussions amongst workers representatives and Management. The discussions and agreement in NJCS also includes and covers issues such as Productivity, Safety, Health and Environment.

The provisions under the NJCS settlement provides for commencement of negotiations for a fresh agreement, six months before date of expiry of the current agreement.

In the case of Executives, the Steel Executives' Federation of India (SEFI) - the apex body representing the executives in SAIL, carries out the Collective Bargaining.

Recruitment & Remuneration Policy

The Company believes in providing equal employment opportunities at work place irrespective of gender, caste, religion or marital status. At SAIL, we have well structured and transparent process for employee selection and recruitment. We promote inclusion of local people in various kinds of jobs through local employment exchange, and also through open advertisement for recruitment purpose.

SAIL provides equal and uniform benefits to its workforce. Wages of all SAIL employees, irrespective of their gender, are above the minimum wages. The wages of non-executive employees are based on negotiated agreement under National Joint Committee for Steel

(NJCS), whereas the salary of Executives is based on applicable government guidelines issued on the subject.

For contract labours, the payment is made to them by the Contractors which is over and above the minimum wages. Pertinent to mention that the minimum wages of contract workers are fixed by the respective State government for that location, without any gender differentiation.

HR Systems and Processes

SAIL recognizes that monetary and non-monetary benefits are an essential part of compensation and its importance for its work force. Workers' participation at SAIL, at different levels, right from National level up to shop-floor level, is ensured through an established system of negotiation. Fair dealing & compliance on labour issues are ensured by the designated Labour Welfare Officers of the respective Plant/Unit/Mines.

The Company treats all employees equally and there is no discrimination towards any section/category of employees. The Personnel department regularly monitors fairness in activity and services as the Company. The Company encourages Freedom of Association, as enshrined under the Constitution of India and envisaged in the Trade Union Act. The Right to exercise the Freedom of Association and Collective Bargaining in our operations is also actively used at SAIL.

SAIL protects Fundamental Rights of its workforce as described in the Constitution of India. As a result of this, the Company is proud that there was no recorded case during the reporting year on any violation of human rights. Efforts have been made to successfully manage Succession Planning and Career Development aspect of all employees. Regular performance and career development reviews are done for all the employees.

Aspects of human rights are communicated to all our vendors & suppliers through implementation of SA 8000. SAIL arranges for training & awareness workshops for employees on different aspects of SA 8000 which cover areas relating to child labour, forced labour, nondiscrimination, freedom of association, safe work environment and health & safety. The SA 8000 clause on child labour includes employment of persons of age 18 and above as a precondition to partnering with SAIL. In the event of any kind of violation of aforesaid SA 8000 clause by any vendor within or outside the Company premises, liabilities for the education of the child until the completion of high school accrue to the defaulting party. This condition is clearly communicated to all our vendors and suppliers during their engagement with the Company.

Being a large and multi-unit organization, the need for having uniform and codified rules and policies had driven the organization to evolve with significant changes in the personnel policies and rules over the years. In case of transfer from one Plant/ Unit to another, an employee, is extended benefits to cater to all their needs which include travelling allowance for self & family, transportation of personnel effects including packing charges. In addition, the transferred employee is given reasonable time to join their new place of posting i.e. six working days for change



of station and one working day within same station. Sufficient time to execute the journey is also provided to the transferred employee. If the employee desires to retain facilities at previous location, permission for retention is also granted as per the Rules.

A well-structured exit policy is also in place at SAIL. An employee has to serve three months' notice period after putting in the resignation as per codified rules of the Company.

SAIL champions the philosophy of work life balance, which helps in maintaining harmony at workplace and outside for its workforce. To support work life balance appropriate leave policies are available for the employees. All regular employees enjoy benefits like Health care, Disability /Invalidity coverage, Maternity Leave, Retirement Benefits. A female employee may be granted maternity leave for a period of 180 days with pay from the date of its commencement. A women employee may be granted child care leave of 730 days without pay during her entire service period for taking care of two surviving children. Workman engaged by the Contractors in establishments of SAIL, are covered under the ESI Benefits.

SAIL also provides its employees with various social benefits in the form of housing, education, civic amenities, sports & recreation and social welfare. Full-fledged townships have been developed over the years at all Plant locations with modern infrastructural facilities along with premier schools, super specialty hospitals, shopping malls, multiplexes, parks, gymnasium and stadiums which enable employees and their families to lead a comfortable life replete with all modern amenities.

Communication with Employees

The importance of communicating to its employees on a regular basis is well understood at SAIL. As part of its communication strategy, Continuous and consistent Communication with employees at various levels on a

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

Grievance Redressal Mechanism

To achieve consistent treatment in the handling of grievances at the workplace, well laid out procedures have been defined at SAIL to defend employee rights. Effective internal grievances redressal machinery has been established at SAIL Plants and Units, separately for executives and non-executives. Joint grievance committees have been set up at Plant/Unit level for effective redressal of grievances.

SAIL Plants/Units maintain 3 stage grievance handling mechanism. The employees are given an opportunity at every stage to raise grievances on areas relating to wage irregularities, working conditions, transfers, leave, work assignments and welfare amenities. Due to the participative nature of environment existing in the steel plants, majority of the grievances are redressed informally. The system is comprehensive, simple and flexible and has proved effective in promoting harmonious relationship between the employees and the management. Against 291 staff grievances received during the Financial Year 2019-20 with 13 grievance pending from previous year, 298 staff grievances were disposed off during the year, achieving 98.02% fulfillment.

SAIL continues to adhere to its human rights objectives and there are no known cases of discrimination or any violations of human rights at SAIL.







Medical Facilities for Employees

SAIL is committed to health and wellbeing of its employees and has made consistent efforts towards the holistic health of its employees. The Health Policy of SAIL states that: "SAIL, the largest steel producer of India, in its endeavour to maintain a healthy workforce shall focus on promoting and maintaining the health of its employees by providing them a conducive and healthy environment to work, and an efficient and advanced health care system with a balance of preventive, promotive and curative measures." As employees' health and wellness is of paramount importance to the Company, SAIL provides its employees with a range of options for medical policies. These medical policies are available to all employees, even post retirement. The employees are considered as part of one extended family and SAIL believes in supporting them during service as well as after superannuation.

For Serving Employees:-

The Company has extended its medical facilities to the employees and the entitled dependent family members of the employees. SAIL has a huge medical setup comprising of 18 multi-specialty Hospitals and more than 33 Primary Health Centres, located across its Plants / units. For treatment that is not available at SAIL hospitals, the employees (& their dependants) are referred to hospitals located pan-India as per rules and requirement. For the city based employees and their dependents, where SAIL's own hospitals are not available, employees are provided comprehensive medical facilities in empanelled hospitals. The facility of reimbursement of medical expenditure is also permissible for expenses incurred in non-empanelled setups as per rules & approved provisions.

For Retired Employees:-

The Company provides free of cost medical benefits and health care benefits for all employees and their spouses even after their superannuation. The medical facilities extended to ex-employees and their spouses at Plant Hospitals are at par with serving employees. A Mediclaim Scheme was also introduced in SAIL in 1991 for all retired employees and their spouses. The Mediclaim Scheme has evolved over the years and is being operated by SAIL.

SAIL Mediclaim Scheme is amongst the largest group Mediclaim Schemes in India. At present this scheme covers more than 1.22 lakh members located pan-India. The premium payable by the beneficiaries for the SAIL Mediclaim scheme is highly subsidized.

Extension of Employees Deposit Linked Insurance Scheme, 1976

Employees Deposit Linked Insurance (EDLI) Scheme, 1976 helps the family members by extending financial assistance in case of accident (Permanent Total Disablement) or death of an employee. At SAIL, the monetary benefits have been provided with a top-up of ₹2000/- per case for employees and their family members over and above the admissible statutory payment.

Employee Family Benefit Scheme (EFBS)

SAIL has a novel welfare scheme namely EFBS which establishes that SAIL believes in taking care of the employees at the time of distress. Employee Family Benefit Scheme(EFBS) supports families in cases of death of an employee while in service or on account of Permanent Total Disablement. Under the EFBS, an amount equal to the last drawn Basic Pay + DA is paid to the nominee or the employee (as the case maybe), on monthly basis till his/her notional date of superannuation. Benefits under the EFBS are extended if the nominee/employee deposits an amount equivalent to his/her PF and Gratuity amount with the Company. This amount is returned back to the nominee/employee after attainment of the notional date of superannuation.

Employees Superannuation Benefit Fund

Employees Superannuation Benefit Fund (SESBF) at SAIL exhibits the Company's commitment towards its employees even after their retirement. SAIL employees contribute @2% of their Basic Pay plus DA towards SESBF. The SESBF Fund is managed by a Trust representing Unions, SEFI and Management.

The Company takes care of its employees during the course of their employment and even after retirement and hence is seen as a champion of best practice pertaining to post-retirement benefits.

Training and **Development**

With the emergence of more technology enabled, social and collaborative ways of working, organizations today are forced to relook at the way they are working in order to remain viable in the 21st Century. There is no denying that an organization's ability to produce goods and services at low cost and high quality will continue to be important, however, ability to attract and develop employees with both the skills and desire to adapt to the constantly changing business scenarios is becoming more critical. This is particularly important for manufacturing industries like ours to catch-up fast with the changing business models and expectations of employees and customers. At SAIL, we lay emphasis on embracing sustainable business practices and futuristic approach to technology and human capital management.

Training and development activities across SAIL facilitate development of employee's knowledge and skills, resulting in advancement of competencies, thereby leading to attainment of organisation's goals and objectives. We have been making sustained efforts through various training and development activities with focus on preservation, transfer and improvement of skills, knowledge and technology in collaboration with reputed organizations and development of effective managerial competencies in association with premier institutes. Preparing employees for tomorrow, for effectively taking up challenges and discharging new roles and responsibilities is being given a major thrust.

At SAIL, we adhere to the basic human rights and statutory norms. To ensure that we are compliant with statutory norms, the training functions are validated by an apex body known as Training Advisory Board (TAB). TAB is headed by the Chairman and has Directors and CEOs of the Company as its members. TAB is an advisory body on training matters and its key role is to fix the goal and set a direction for focussing on future training needs. At the Plant/Unit level, there is a Training Advisory Committee (TAC) to oversee and monitor the implementation of training and development initiatives in line with TAB guidelines. TAC is attended by zonal and

Sustainable |

departmental heads and chaired by the respective CEOs. These bodies generate several organizational learning needs and thrust areas which are included in the annual development plans.

To enhance our competencies, an Annual Training Plan (ATP) is prepared for each Plant/Unit under the following major categories:

- **New Entrants**
- **Competence Enhancement**
- Workshops and Special Areas and
- Other Areas

Newly recruited Management Trainees (MTs) undergo 52week Management Trainees Training System (MTTS) which starts with Central Induction Programme at one of our Plant HRD centres. In addition, as part of training, the new recruits are provided mentoring by high performing senior managers. Mentoring helps new entrants settle into their new role, understand the organization and instil confidence. This method also allows the mentor to determine what is required to improve mentee's performance and identify training areas. Training modules are continually updated to bridge the gap in competence of the employees based on their training needs.

For our executive level employees, we carry out Annual Training Need Assessment (TNA) through online Executive Performance Management System (EPMS). The executives are imparted need based technical and managerial training which they can opt for in consonance with their KPA fulfilment form among the centralized training modules.

For our non-executive employees also, an equal amount of significance is given on training and development. For non-executive employees at the shop floor, the line managers are responsible for identifying and advising the Training Engineers of their training needs. This assessment is done as required through modes like Competency Mapping, Skill-Gap Analysis, Requirement for Multi-skill training.





Special Performance Improvement Workshops (PIWs) involving root cause analysis, brain storming are planned and undertaken for the non-executive employees and frontline executives. Action plans are built for addressing issues covering production and productivity, cost reduction, maintenance, housekeeping and safety at the respective area/shops.

Specialized technical training and vocational training programme for college students every year are also organised.

Technical and managerial journals are also shared through Company's Portal, in-house magazines for enhancing the skills and knowledge of the employees for their continued growth and future performance.

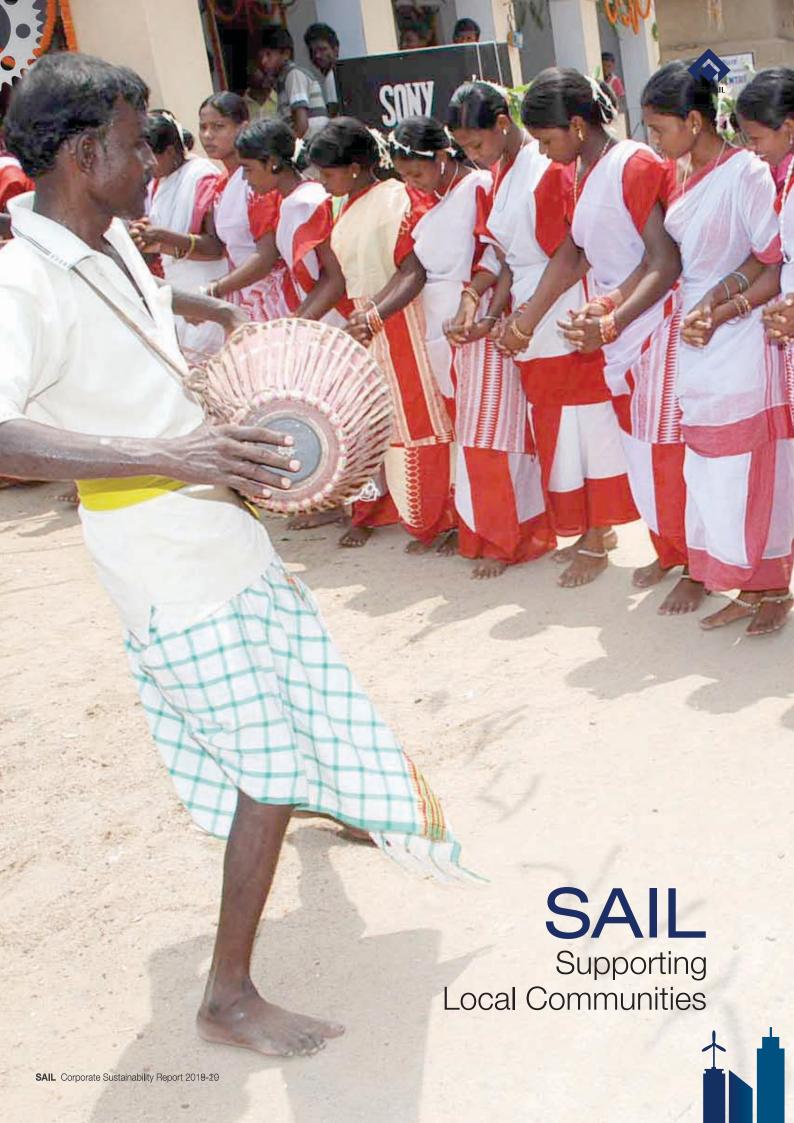
Training programmes at SAIL provide its employees with lifelong learning and skills that not only enables a successful and fulfilling career at SAIL but also benefits them in their retired life.











Corporate Social Responsibility

SAIL's Social Objective is synonymous with Corporate Social Responsibility (CSR). The objective of the Company is not only to manufacture steel, but also to conduct business in ways that result in social, environmental and economic benefits to the communities in which it operates. For any organization, CSR begins by being aware of the impact of its business on society. With the underlying philosophy and a credo to make a meaningful difference in people's lives, SAIL has been structuring and implementing CSR initiatives right from the inception. These efforts have seen the erstwhile obscure villages located around SAIL plants, turn into large industrial hubs today.

SAIL CSR initiatives have always been undertaken in conformity to the CSR provisions (Section 135) of Companies Act, 2013, CSR Rules, 2014 and Schedule-VII of the Companies Act, 2013. SAIL carries out CSR projects in periphery of steel townships and mines in the thrust areas falling in line with the Schedule-VII, namely, Promotion of Education and Health, Women Empowerment, Sustainable Income Generation through Self Help Groups, assistance to Divyangs (People with Special Abilities), access to Water and Sanitation facilities, Village development, Environment sustenance, trainings to promote Sports, promotion of traditional Art and Culture, etc.

A Responsible Strategy

Statutorily the CSR Budget in SAIL is 'Nil' since the Company was under losses during the FYs 2015-16 to 2017-18.

However, Board of Directors of SAIL in order to sustain the ongoing CSR activities in the periphery of Plants and Mines (which primarily consist of the backward districts) has allocated budget for carrying out CSR interventions (in consonance with Schedule-VII of Companies Act, 2013) out of the Operation Budget.

During FY 2019-20, SAIL mainly focused on sustenance of ongoing CSR activities intertwined with theme of national priority, in the areas of Education, Health, Skills Development, Women Empowerment, Assistance to Divyangs and Sr. Citizens, etc., in line with Schedule-VII of the Companies Act, 2013.

The implementation and monitoring of Corporate Social Responsibility Program, is in compliance with CSR Objectives and Policy of the Company.

CSR Initiatives

The following significant activities in various fields were undertaken during FY 2019-20:

SAIL CSR initiatives on CoVID-19

The Coronavirus (CoVID-19) pandemic has created an unprecedented crisis globally. The consequential lockdown by the Government to stem the spread of CoVID-19 in India, has taken its toll on vulnerable sections of the society.

SAIL has activated a scaled response towards management of CoVID-19 at its Plants, Units, Mines and Townships. SAIL Hospitals at five integrated steel plant locations have earmarked 10% of the beds (330 beds) of

the total beds (3300 Beds) as isolation wards and set up a testing center at IGI, Rourkela for CoVID-19 patients. Quarantine Facilities at guest houses/hostels in the townships and at Mines hospitals have also been created for over 600 persons. SAIL Plants and Units are installing full-body automatic sanitizers, touch-free handsanitizers, water dispensers, spraying disinfectants, using digital thermal recorders at prominent locations, ensuring continuous water supply in all the peripheral villages/areas.

During FY 2019-20, SAIL has contributed an amount of Rs. 5.0 Crore to the Prime Minister's Citizen Assistance and Relief in Emergency Situations (PM CARES) Fund and has also allocated Rs. 3.0 Crore toPlants/Units for emergency measures to tackle COVID-19 outbreak.

SAIL, with the help of district authorities, civil society organizations, Self-Help Groups and its employees, is actively implementing the lockdown rules, social distancing norms and effective use of AarogyaSetu App for breaking the chain of transmission of CoVID-19 virus in the peripheral areas of Steel Plants and Units.

In order to support the vulnerable sections of society, daily-wage earners/labourers, poor peasants and their families, who are left with dwindled resources during lockdown, SAIL Plants and Units, through district authorities, are distributing dry ration packets (comprising of Rice, Dal, Salt, Condiments, wheat atta, soap, etc.), Milk packets, Milk powder, Khichdi, routine medicines, sanitary napkins for women, etc. More than 6000 Dry ration kits have been distributed across Plants of SAIL and the activity is continuing. Daily cooked meals to patients and healthcare workers are also being served. SAIL Plants/Units have also been transporting patients and health workers. CSR departments of Plants are also facilitating stitching of Face Masks, Gamachhas, Aprons, Gloves, etc., and their distribution to peripheral areas, District Authorities, Ministry of Steel/PMO through SHGs. SHGs have prepared and distributed more than 15,000 Masks upto May 2020.





Awareness campaigns and Sanitation/Cleanliness drives are also going on at various rural locations under CSR.

SAIL Employees Rendering Volunteerism & Initiatives for Community Engagement [SERVICE], this scheme was launched by Shri Dharmendra Pradhan, Hon Minister of Steel & Petroleum on January 17, 2020. This scheme has been primarily introduced to provide a platform to the SAIL employees to contribute to the basic concerns of the community, provide opportunities for employee engagement, and implore the senior executives to encourage socially responsible behaviour within the core business of SAIL. The SAIL supported volunteerism scheme [SERVICE] explicitly encourages and values employee volunteerism to benefit not only the ecosystem of SAIL but will also be an integral element of the Corporate Social Responsibility of SAIL. SERVICE provides an opportunity to assess employees' volunteer interests, specific needs within the community, and synergise broadly with the SAIL's strategic CSR priorities. SAIL's investment in community involvement through its own employees also provide the impetus for building long-term loyalty, enhance legitimacy with the wider public, build trust and brand equity that, in turn, reinforces other strategic objectives of SAIL. Over 29,000 volunteers have registered on the SERVICE portal upto March 2020. Salient features of the SERVICE during the inauguration function:

- SAIL shall support its employees to engage in Theme based Voluntary Philanthropic Activities (VPAs) every year
- SAIL shall provide support for carrying out VPA under Corporate Social Responsibility (CSR) in the form of infrastructure and funding
- SAIL shall recognize the contribution of its employees for the VPAs in the form of awards comprising citation and monetary benefits.
- SERVICE will be implemented through interactive online portal.
- SERVICE implores its employees to pledge a minimum 100 hours of community service by each employee.



Launch of SERVICE Scheme





SAIL's Initiatives towards management of CWVID-19



















Healthcare

Healthy population contributes to a better economic growth. The Company has been providing specialized and basic healthcare to people living in the vicinity of its Plants/Units through extensive and specialised Healthcare Infrastructure. Nearly 173.6 Lakh people living in the vicinity of its plants and units were benefitted during the period 2011-20. Surgeries like Cataract and lens implant, cleft lip and palate disorder, polio-leg correction, etc. are conducted. Treatment of hearing impaired, anaemia and identification and counselling of Sickle cell and Thalassemia patients, women with gynaecological disorders, Leprosy and Tuberculosis patients were are provided free of cost during the year.

In order to deliver quality healthcare at the doorsteps of the needy, regular health camps in various villages on fixed days are being organized for the people living in the periphery of Plants/Units, Mines and far-flung areas. During FY 2019-20, about 1500 Health Camps have benefitted approx. 64,000 villagers and 5 Mobile Medical Units (MMUs) have benefitted about 34,000 villagers at their doorsteps.

24 Primary Health centers at Plants exclusively provided free medical care and medicines to above 62,200 patients in FY 2019-20.



Education

SAIL firmly believes that education leads to a lifelong learning. To develop the society through education, SAIL is supporting about 77 schools providing modern education to more than 40,000 children in the steel townships and is assisting over 600 Govt. schools in Bhilai and Rourkela with about 64,000 students by providing Mid-day meals in association with Akshya Patra Foundation.

20 Special Schools (Kalyan and Mukul Vidyalayas) benefitting around 4028 BPL category students at Integrated Steel Plant locations with facilities like free education, mid-day meals, uniform including shoes, text books, stationary items, school bags and water bottles, etc. are running under CSR.

More than 600 Tribal children are getting free Education, accommodation, meals and uniforms, textbooks, etc., at Saranda Suvan Chhatravas, Kiriburu; RTC Residential Public School, Manoharpur; Gyanodaya Chhatravas, BSP School Rajhara, Bhilai; Kalinga Institute of Social Sciences, Bhubaneswar; Gyanjyoti Yojna, Bokaro.

Over 2,300 school students are awarded annual scholarships in Plant peripheries.

Gyan Jyoti Yojana: Bokaro Steel Plant has introduced the initiative for providing education and holistic development for the children of Birhor tribe, which is at the verge of extinction. 15 Birhor children were adopted and provided free Education along with boarding, lodging, nourishing and wholesome food, clothing, free medical treatment, sports and cultural opportunities in a conducive atmosphere. They are the first Matriculates and 12th pass from their community. For skill development and better employability, 9 Matriculate Birhor Boys adopted under Gyan Jyoti Yojana had been sponsored for ITI training in "Welder trade" along with stipend of ₹ 2,500/- each, boarding and lodging facility at Bokaro Pvt. ITI.

Inspired from their achievements, new batch of 15 Birhor children has been adopted, who have begun their life in new surroundings.







Women Empowerment and Sustainable Income Generation

Vocational and specialised skill development training targeted towards sustainable income generation were imparted to approx. 425 youths. Around 1,018 women folks are undergoing skills trainings in areas such as Nursing, Physiotherapy, LMV Driving, Computers, Mobile repairing, Welder, Fitter and Electrician Training Improved agriculture, Mushroom cultivation, Goatery, Poultry, Fishery, Piggery, Achar/ Pappad/ Agarbati/ Candle making, Screen printing, Handicrafts, Sericulture, Yarn Weaving, Tailoring, Sewing and embroidery, Gloves, Spices, Towels, Gunny-Bags, Low-cost-Sanitary Napkins, Sweet Box, Soap, Smokeless chullah making etc. These activities are being carried out at various centres located in and around Steel Plants and Mines locations.

Around 753 youths have been sponsored for ITI training at ITCs Bolani, Bargaon, Baliapur, Bokaro Pvt. ITI and Rourkela. The ITIs at Bolani and Bursua have been adopted for upgradation and operation by SAIL/RMD. Also, at Bokaro Pvt. ITI youths from the periphery are being trained in streams of Electrician, Welder and Fitter.



Water facilities and connectivity Rural Areas

Over 8,176 water sources have been installed and maintained, since inception, thereby enabling easy access to drinking water to over 50 lakh people living in far-flung areas.

Over 79.03 Lakh people across 450 villages have been connected to mainstream by SAIL since its inception by constructing and repairing of roads.

Promotion of Sports, Art and Culture

SAIL regularly organizes intervillage sports tournaments, extending support to major national sports events and tournaments. The Company is also supporting and coaching aspiring sportsmen and women through its residential sports academies at Bokaro (football), Rourkela (Hockey), Bhilai (Athletics for boys), Durgapur (Athletics for girls) and Kiriburu, Jharkhand (Archery). Cultural events like Chhattisgarh Lok Kala Mahotsav, Gramin Lokotsav are organised every year.









Support to Divyangs (Differently abled) and Senior Citizens

SAIL has been supporting Divyang children/people through provision of equipment like- tricycle, motorized vehicles, callipers, hearing aids, artificial limbs, etc. Various schemes and centres at Plants are being supported by the Company. Some of them include:

- "Schools for blind, deaf and mentally challenged children" and "Home and Hope" at Rourkela
- "Ashalata Kendra" at Bokaro
- "Durgpaur Handicapped Happy Home" at Durgapur
- · "Cheshire Home" at Burnpur

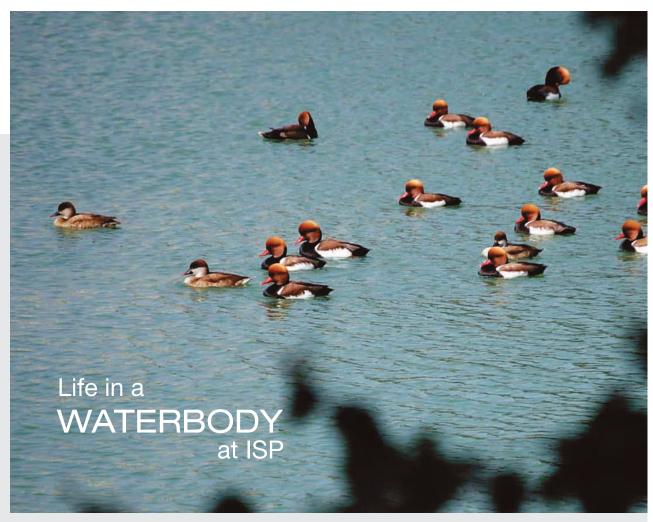
Old age homes are also supported at different Plant townships like 'Siyan Sadan' Bhilai, 'Acharya Dham and Badshah' at Durgapur and 'Sr.Citizens' Home' Rourkela, etc.

Programs like "Handicapped Oriented Education Program" (HOPE) at Durgapur are also being conducted by the Company. SAIL has adopted, developed and is maintaining a Lepers Colony at Kajora through Durgapur Steel Plant wherein all the social and infrastructure facilities have been maintained.

Some more CSR Projects at **SAIL**

Environment Conservation

To promote renewable sources of energy, Solar street lights have been installed in rural areas, Solar Lanterns and smokeless chullahs have been distributed among the rural people of Saranda and other locations. Maintenance of parks, botanical gardens, water bodies and plantation/maintenance of over 5 Lakh trees in its townships have been undertaken.





Development of Communities in Saranda Forest

In order to bring the marginalized masses of the remote forest areas to the mainstream of development, SAIL in association with Govt. of Jharkhand and Ministry of Rural Development, Govt. of India actively participated in the development process of Saranda forest, Jharkhand. SAIL provided ambulances, 7000 each of bicycles, transistors, solar lanterns and established an Integrated Development Centre (IDC) at Digha village in Saranda forest with provision of facilities like Bank, Panchayat Office, Ration shop, Telecom office, Anganwadi Centre etc. for the local populace.

Model Steel Villages (MSVs)

In order to bridge the gap between rural and urban areas and to provide comprehensive development of both physical and social infrastructure, 79 villages were identified as "Model Steel Villages" across the Country (in eight states). The CSR activities undertaken in these villages include medical and health services, education, roads and connectivity, sanitation, community centers, livelihood generation, sports facilities, etc. The facilities developed at these MSVs are being run and maintained regularly.

Development of Aspirational Districts

SAIL is implementing CSR projects in 6 Aspirational Districts, viz. West Singhbhum, Bokaro and Ranchi in Jharkhand and Kanker, Narayanpur and Rajnandgaon in Chhattisgarh.

Disaster Relief

SAIL, as a responsible corporate citizen, supported the rehabilitation initiatives for the people affected by National and Natural Calamities, the recent being Covid-19 pandemic throughout the Country, flood ravaged Jammu and Kashmir, Phylin Cyclone in Odisha and Flash Floods in Uttarakhand.

Monitoring Mechanism

In SAIL, every Plant/Unit is having a high level Committee headed by senior EDs/GMs, which recommends the CSR projects to be taken up by the respective Plant/Unit. The same Committee monitors the progress and execution of these projects as well as undertakes audit of social benefits achieved from CSR initiatives undertaken.

In addition, SAIL has a strong internal mechanism to monitor the activities/initiatives undertaken under CSR and Sustainability. The Board Sub Committee on CSR reviews/ monitors CSR and Sustainability activities on regular basis.

Reporting on CSR

The Annual Report of SAIL for 2019-20 includes reporting on CSR as per the format prescribed under the Companies (Corporate Social Responsibility Policy) Rules, 2014. The Annual Report is shared with stakeholders and is also available on the Company's Website.

Impact Assessment of SAIL CSR Projects

The CSR quality in SAIL is measured both by Professional Agencies and by internal evaluation on a regular basis.





CSR 2019-2020 Scorecard —

No. of Model Steel Villages developed	79
No. of People given specialized and basic Healthcare during 2011-2020	>1,73,00,000
No. of Health Camps	1500
No. of Beneficiaries of Health Camps	64,000
No. of Beneficiaries provided with access to drinking water	>79,00,000
No. of Villages connected by construction and repair of roads since inception	450
No. of Schools supported by the Company	77 (>40,000 students)
No. of Govt. Schools being provided assistance through Mid Day Meals in association with Akshya Patra Foundation	>600 (with about 64,000 students)
No. of Special Schools (Kalyan/Mukul Vidyalayas) exclusively for BPL Families	20 (benefitting around 4,028 students)
No. of School Students awarded annual scholarships	2,300
No. of Youths provided with specialised skill development training	425
No. of Women provided with specialised skill development training	1,018
No. of Rural Youths sponsored for ITI training	753



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ABBREVIATIONS

AGM	Annual General Meeting	Cr.	Crore (Ten Millions)
AIDS	Acquired Immune Deficiency Syndrome	CREP	Corporate Responsibility for Environment Protection
AIMA	All India Management Association	CR0	Chief Risk Officer
AISMOC	All India Steel Medical Officers' Conference	CSR	Corporate Social Responsibility
AMR	Addition, Modification & Replacement	CTC	Carbon Tetra Chloride
AOD	Argon Oxygen Decarburization	DAV	Dayanand Anglo Vedic
ASD	Architect, Structural & Designers	DBT	Department of Biotechnology
ASME	The American Society of Mechanical Engineers	DG	Diesel Generator
ASP	Alloy Steels Plant	DHC	Departmental Health Check-Up
ATP	Annual Training Plan	DMB	Disability Medical Board
BBS	Behavioural Based Safety	DMRC	Delhi Metro Rail Corporation
BDL	Below Detectable Level	Dolo	Dolomite
BF	Blast Furnace	DPC	Delhi Productivity Council
BOD	Biochemical Oxygen Demand	DPE	Department of Public Enterprises
BOF	Basic Oxygen Furnace	DS0	Departmental Safety Officer
BPL	Below Poverty Line	DSP	Durgapur Steel Plant
BPTG	Back Pressure Turbine Generator	EAF	Electric Arc Furnace
BSC	Board Sub-Committee	EBIDTA	Earnings Before Interest, Tax, Depreciation and
BSL	Bokaro Steel Plant	F00	Amortization
BS0	Branch Sales Offices	ECG	Electrocardiography
BSP	Bhilai Steel Plant	ED	Executive Director
CAD	Corporate Affairs Division	EDLI	Employees Deposit Linked Insurance
CAG	Comptroller and Auditor General of India	EFBS	Employee Family
CCD	Coal Chemical Department	Benefit Scher EMD	
CCO	Customer Contact Offices	EMS	Environment Management Division Environment Management System
CCP	Continuous Casting Plant	EPMS	
CDA	Conduct, Discipline and Appeal	EQR	Executive Performance Management System Earthquake Resistant
CDC	Consultancy Development Centre	ERM	Enterprise Risk Management
CDCP	Coke Dry Cooling Plant	ETPs	Effluent Treatment Plants
CEMDE	Centre for Environment Management of Degraded Ecosystem	EU	European Union
CEO	Chief Executive Officer	FICCI	Federation of Indian Chambers for Commerce and Industry
CET	Centre for Engineering and Technology	FTA	Free Trade Agreement
CFP	Chandrapur Ferro Alloy Plant	FY	Financial Year
CHSGP	Cast House Slag Granulation Plant	GCal	Giga Calorie
CII	Confederation of Indian Industries	GCP	Gas Cleaning Plant
CISF	Central Industrial Security Force	GD	Growth Division
CMO	Central Marketing Organisation	GHG	Green House Gas
CO	Coke Oven	Gol	Government of India
CO ₂	Carbon Dioxide	GP	Galvanized Plain
CoD	Centre for Organisational Development	GRI	Global Reporting Initiative
COD	Chemical Oxygen Demand	HCR	High Corrosion Resistant
COE	Centre of Excellence	HEMM	Heavy Earth Moving Machineries
COP	Conference of the Parties	HIRA	Hazard Identification and Risk Assessment
COVID-19	Coronavirus Disease	HIS	Health Information System
CPP	Captive Power Plant	HOD	Head of Department
CPTI	Central Power Training Institute	HOPE	Handicapped Oriented Education Program
CPWD	Central Public Works Department	HR	Human Resource





ABBREVIATIONS

HRD	Human Resource Development	MSVs	Model Steel Village
HRM	Hot Rolling Mill	MT	Millions Tonnes
I EPF	Investor Education and Protection Fund	MTI	Management Training Institute
IICCI	The Indian Iran Chamber of Commerce and Industry	MTs	Management Trainees
IIM	Indian Institute of Metals	MTTS	Management Trainees Training System
IIPE	Indian Institute of Plant Engineers	MWp	Megawatt Peak
IITF	India International Trade Fair	NCQC	National Convention on Quality Concepts
ILO	International Labour Organization	NDC	Nationally Determined Contribution
INDCs	Intended Nationally Determined Contributions	NGO	Non-Governmental Organization
IPE	Institute of Public Enterprises	NHPC	National Hydroelectric Power Corporation
IPSS	Inter Plant Standard - Steel	NIP	National Infrastructure Pipeline
IRCON	Indian Railway Construction Company Limited	NIPM	National Institute of Personnel Management
IRT	Institute of Rail Transport	NJCS	National Joint Committee for the Steel Industry
ISO	International Organization for Standardization	NMDC	National Mineral Development Corporation
ISP	IISCO Steel Plant	NOHSC	National Occupational Health Service Centre
ISPs		NOx	
ISRO	Integrated Steel Plants Indian Space Research Organisation	NSC	Oxides of Nitrogen National Safety Council
ISTD	Indian Society for Trade and Development	NSP	
ITI	Industrial Training Institute	NTPC	National Steel Policy National Thermal Power Corporation
IUCCI	Industrial Halling Institute Indo USSR Chamber of Commerce and Industries	ODS	Ozone Depleting Substances
IUCN	International Union for Conservation of Nature	OH&S	Occupational Health & Safety
JCSSI		OHS	
JUSSI	Joint Committee on Safety, Health and Environment in the Steel Industry	OHSAS	Occupational Health Service Occupational Health and Safety Management System
JV	Joint Venture	OPD	Out Patient Department
JVC	Joint Venture Company	01 D 0T	Operation Theatre
KAM	Key Account Management	OT I F	On Time in Full
KIOCL	Kudremukh Iron Ore Company Limited	PAT	Profit After Tax
KL	Kilo Litres	PCB	Polychlorinated BiPhenyls
KOPT	Kolkata Port Trust	PESB	The Public Enterprises Selection Board
KPI	Key Performance Indicators	PIWs	Performance Improvement Workshops
kWh	Kilo Watt Hour	PM	Particulate Matter
L&T	Larsen & Toubro	PM CARES	Prime Minister's Citizen Assistance and Relief in
Lakh	Hundred Thousand	I W OAILO	Emergency Situations
LD	Linz Donawitz	PMA	Project Management Association
LED	Light Emitting Diode	PMGSY	Pradhan Mantri Gramin Sadak Yojna
LE0	Learning from Each Other	PM0	Prime Minister's Office
LHB	Linke Hofmann Busch	POPs	Persistent Organic Pollutants
IISC0	Indian Iron & Steel Company	PPEs	Personal Protective Equipments
LMV	Light Motor Vehicle	PSC	Portland Slag Cement
LODR	Listing Obligations and Disclosure Requirements	PSU	Public Sector Undertaking
M kWH	Million Kilo Watt Hour	QCFI	Quality Circle Forum of India
MEP	Modernisation and Expansion Plan	QMS	Quality Management System
MM^3	Million Cubic Meter	R&D	Research & Development
MMUs	Mobile Medical Units	RCE	Revised Cost Estimate
MODEX	Modernisation-Expansion	RCS	Round Cornered Square
MOEFCC	Ministry of Environment, Forest and Climate Change	RDCIS	Research & Development Centre for Iron & Steel
MoU	Memorandum of Understanding	RH	Reheating
MSME	Micro, Small & Medium Enterprise	RINL	Rashtriyalspat Nigam Ltd.
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ABBREVIATIONS

RITES	Rail India Technical and Economic Service	SRU	SAIL Refractory Unit
RMD	RawMaterials Division	SS0	SAIL Safety Organization
ROHS	Restriction of Hazardous Substances	SSP	Salem Steel Plant
Rs.	Rupees	STAs	Short Term Assignments
RSM	Rail & Structural Mill	SWP	Safe Work Procedure
RSP	Rourkela Steel Plant	TAB	Training Advisory Board
S&OP	Sales & Operations Planning	TAC	Training Advisory Committee
SA	Social Accountability	TCE	Trichlorethylene
SAIL	Steel Authority of India Limited	tcs	Tonnes of Crude Steel
SCL	Steel Complex Limited	TERI	The Energy and Resource Institute
SCOPE	Standing Conference of Public Enterprises	THF	Twin Hearth Furnace
SD	Sustainable Development	TJ	Tera Joule
SEBI	Securities & Exchange Board of India	TLT	Tower Transmission Lines
SED	Safety Engineering Department	TMCP	Thermo-mechanical control process
SEF	Sale Force Effective	TMT	Thermo Mechanically Treated
SEFI	Steel Executives Federation of India	TNA	Training Needs Assessment
SeQR	SAIL secure	TOLIC	Town Official Language Implementation Committee
SERVICE	SAIL Employees Rendering Volunteerism & Initiatives for	TRT	Top Pressure Recovery Turbine
	Community Engagement	TRTG	Top Recovery Turbine Generator
SESBF	SAIL Employees Superannuation Benefit Fund	UNIDO	United Nations Industrial Development Organisation
SGL	Shot Grinding Line	VC	Video Conferencing
SGW	SAIL Growth Works, Kulti	VISL	Visvesvaraya Iron and Steel Plant
SHE	Safety, Health and Environment	VPA	Training Need Assessment
SHG	Self-Help Group	VVVF	Variable Voltage Variable Frequency
SMPs	Standard Maintenance Practices	WCPS	World Confederation of Productivity Science
SMS	Steel Melting Shop	WIPS	Forum of Women in Public Sector
SO_2	Sulphur Dioxide	WSA	World Steel Association
SOP	Standard Operating Practices	ZLD	Zero Liquid Discharge
SRMC	SAIL Risk Management Committee	ZS0s	Zonal Safety Officers
SRTMI	Steel Research and Technology Mission of India		-



OUR VISION

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

OUR CREDO

We build lasting relationships with customers based on trust and mutual benefit.

We uphold highest ethical standards in conduct of our business.

We create and nurture a culture that supports flexibility, learning and is proactive to change.

We chart a challenging career for employees with opportunities for advancement and rewards.

We value the opportunity and responsibility to make a meaningful difference in people's lives.





There's a little bit of SAIL in everybody's life



